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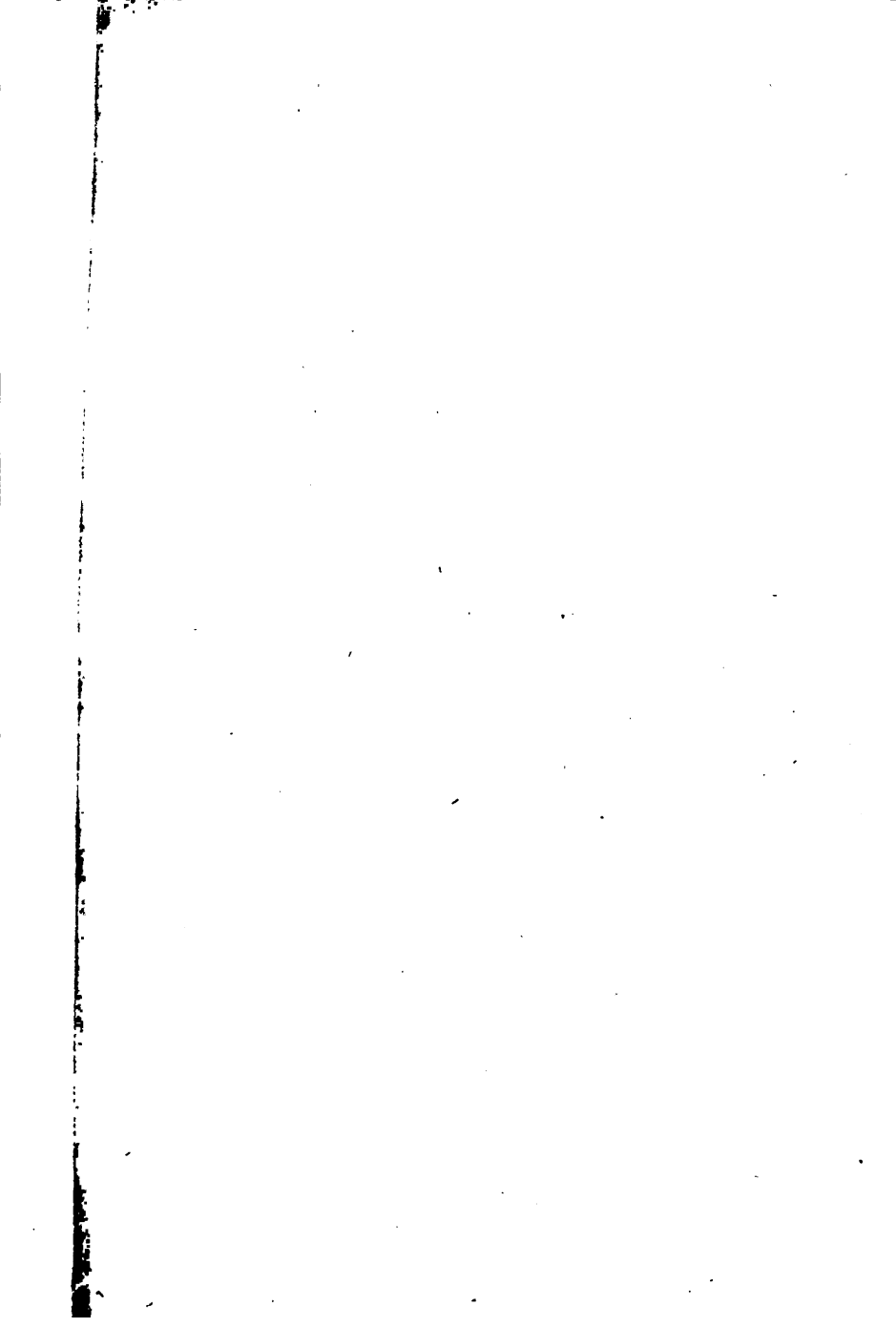
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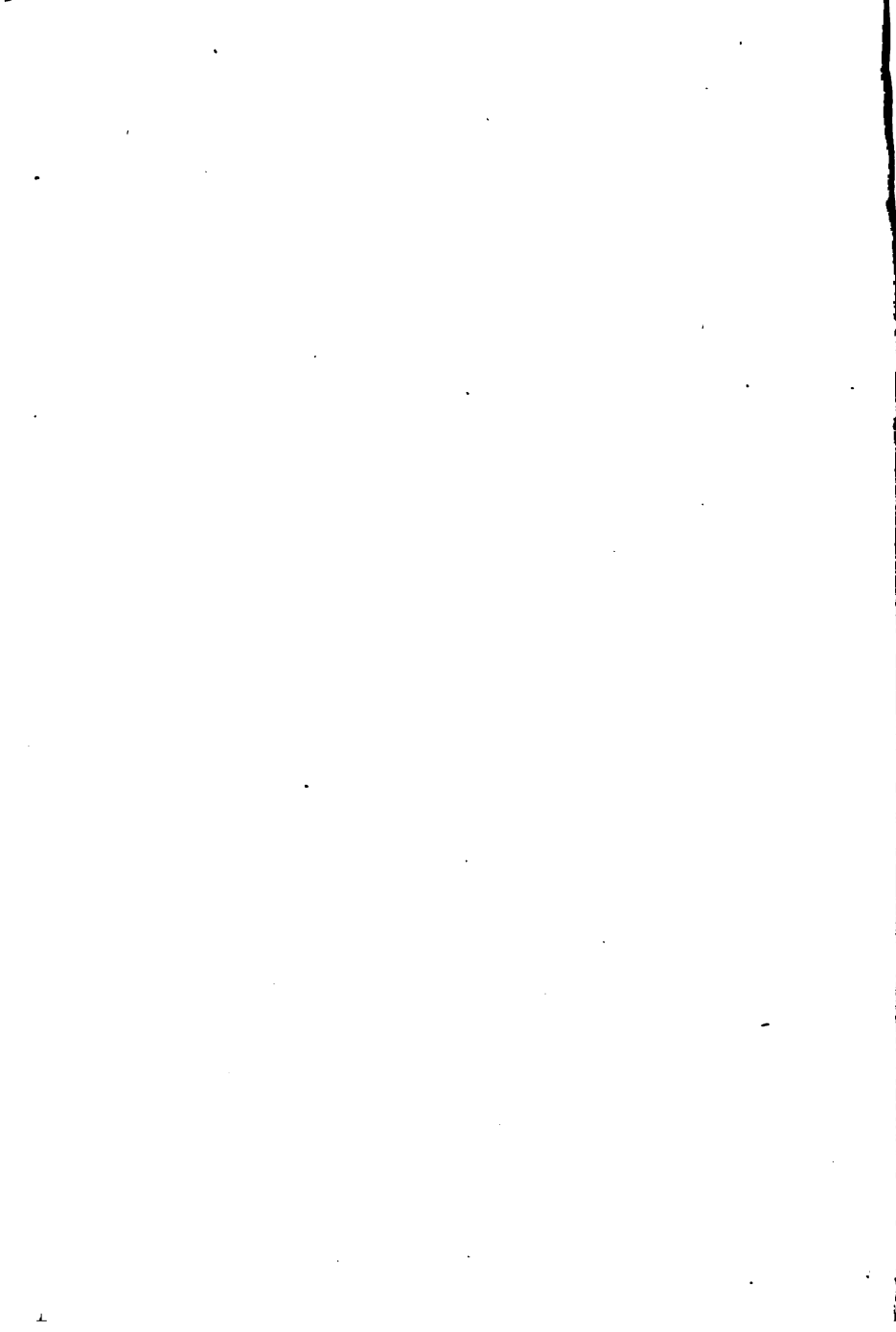
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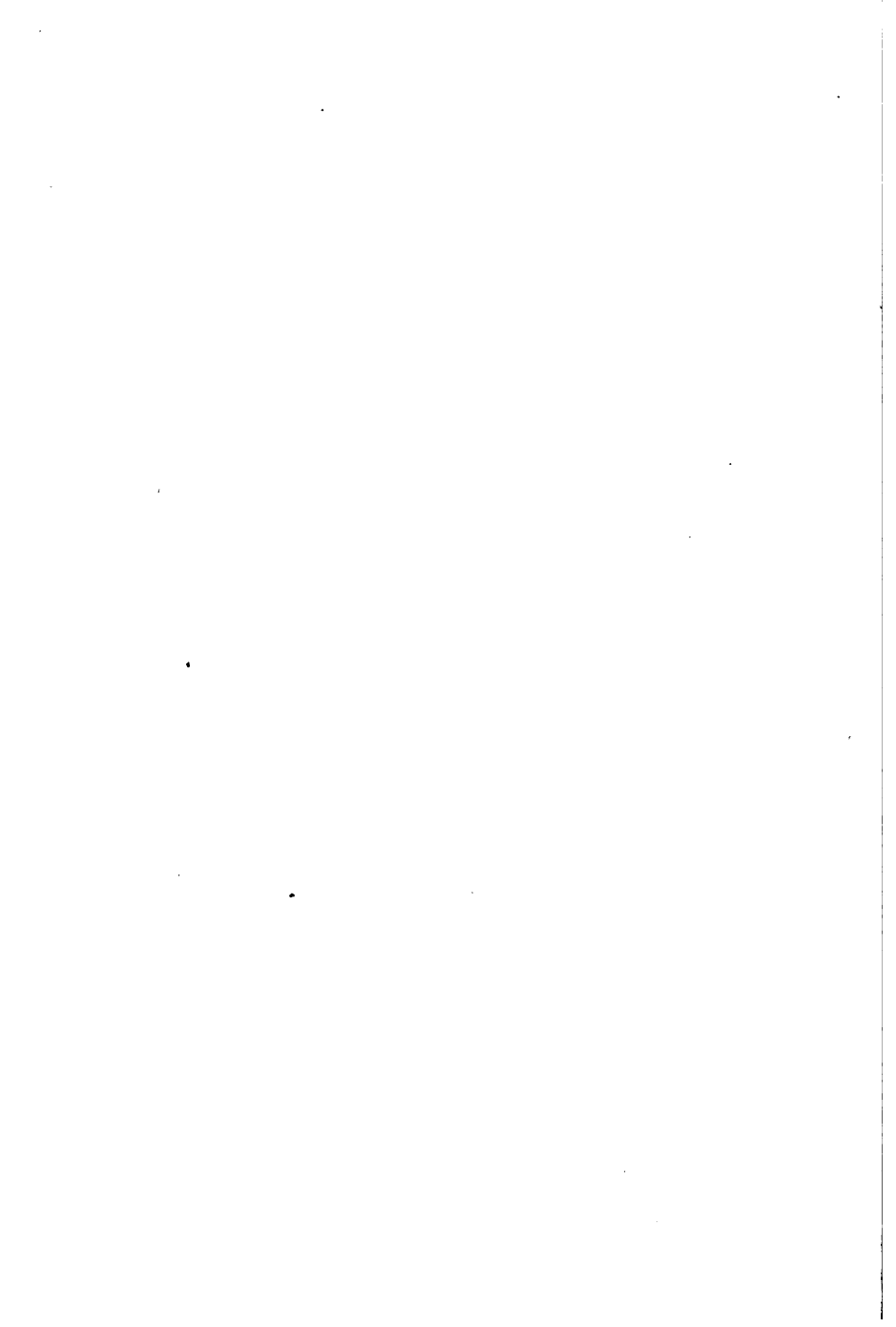


ENGLISH





**THE HUMAN SIDE
OF RETAIL SELLING**



Univ. of
California

TO VISU
ALIZATION



**SHOW YOUR MERCHANDISE SO THAT A CUSTOMER CAN VISUALIZE IT IN
USE. DISPLAY DRESS GOODS, FOR EXAMPLE, BY DRAPING IT
TO GIVE THE APPEARANCE OF A GARMENT**

THE HUMAN SIDE OF RETAIL SELLING

A TEXTBOOK FOR SALESPeOPLE IN RETAIL STORES AND STUDENTS OF RETAIL SALESMANSHIP AND STORE ORGANIZATION

BY

RUTH LEIGH

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WITH AN INTRODUCTION BY

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ENGLISH I

to you
in English

PRINTED IN THE UNITED STATES OF AMERICA

**TO
MY MOTHER AND MY FATHER**

444036

PREFACE

Beyond question the retail salesperson has never before been so clearly in the limelight. She has developed from the old-time humorous "girl-behind-the-counter" character into a trained, intelligent, business person upon whom the success of modern merchandising ultimately depends.

The retail merchant of to-day admits frankly that his store's reputation lies in the hands of his salespeople. His stock must be properly sold and customers courteously served. Only capable salespeople can be entrusted with these vital duties, for their efforts can make or break the store's reputation.

Then, too, manufacturers are realizing that intensive distribution and million-dollar advertising campaigns are wasted unless retail salespeople "make good" when they sell. It is this retail sales force, not advertising, that must *finally persuade the ultimate consumer to buy goods.*

Consequently, schools, high schools, and colleges have recognized retail salesmanship as a profitable vocation in which men and women should receive organized training. Those within the modern department store itself have also glimpsed broad opportunities in merchandising, buying, selling, advertising, finance, art, display, personnel management, all based on the vocation and training of retail salesmanship.

With the development of this vocation, there has arisen a need for a good text-book, simple, yet authoritative, to clarify and standardize rules and methods of retail selling for the salesperson herself. Hitherto, the average seller

has not read or studied. When she *has* tried to improve herself, she has found books on salesmanship difficult and too abstract.

To inspire the retail salesperson and to give her a simple, human, yet correct text that will interest and instruct her is the purpose of this book.

I do not offer it as an original contribution to the subject of retail selling. Rather, I aim to present in concrete, human form those principles and practices that have been ably standardized by educators in department stores, schools, and colleges.

I have tried to make my book concrete because I believe that the average salesperson thinks in concrete, rather than in abstract, general, terms. While I present it primarily as a simple text for those already selling in retail stores, I am assured that it will prove equally valuable as a text-book for students of retail salesmanship and store organization in schools and colleges.

Although I have not enjoyed the advantages of technical training in such institutions as the Prince School of Education for Store Service or a collegiate school of commerce, I wish to express appreciative recognition of their teachings. Particularly to Mrs. Lucinda W. Prince, pioneer educator and leader in the field of retail salesmanship, I offer a tribute of respect and admiration.

The numerous suggestions of Dr. Frederick B. Robinson, Dean of the School of Business and Civic Administration of the College of the City of New York, have helped me immensely in preparing my manuscript. I am also indebted to Mr. Philip Le Boutillier, General Manager of Best and Company, New York, for permission to use that store's system and methods as the basis of Chapter XV; to Mr. Charles M. King, Personnel Manager of Best and Company, who read my proofs and made many helpful

suggestions; and to Mr. Harold R. Kean, Assistant Superintendent of that store, for his help in connection with Chapter XV. I also acknowledge my indebtedness to The Grand Rapids Show Case Company through whose coöperation I secured most of the photographic illustrations in this book. To Miss Laverne Jones of *The Dry Goods Economist* I am indebted for kindnesses too numerous to mention.

Miss Jane J. Martin, Advertising Manager of the Sperry and Hutchinson Company and President of the League of Advertising Women of New York, has made valuable suggestions on Chapter XIV, dealing with "Trade-Marked Merchandise." My association with the League and its members has proved unusually advantageous in studying various phases of merchandising, advertising, and selling.

The assistance of J. George Frederick throughout the preparation of my book has been an encouragement and an inspiration.

Finally, I wish to give grateful acknowledgment to various writers, salespeople, and teachers of retail selling and merchandise for all the direct and indirect assistance they have rendered.

RUTH LEIGH SCLATER



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INTRODUCTION

Perhaps the most universal problem of the store educational director of the present day is that of inculcating in the salesperson a proper appreciation of her job. The average girl does not realize the importance of her selling position or her responsibilities in sales work. When this responsibility is clearly understood, and salespeople have a broader vision of their own positions, much will have been accomplished toward solving the educational problem in retail stores. For that reason educational directors who are endeavoring to work out a solution to this question will find this book particularly interesting.

Moreover, the average salesperson does not appreciate her connection with other departments of the store. When huge expenditures of the merchandise office, decorating, and advertising departments are wasted because the salesperson fails to "make good" at the psychological moment of serving a customer, she seldom sees personal failure or negligence in that failure. Nor does she understand why it can affect or interest other departments of the store, because she does not see herself as a part of the whole organization. In this book is given a clear explanation of the salesperson's relation, first, to her store as a whole, second, to individual departments of that store, and third, to her co-workers in the store.

In dealing with salespeople every day, educational directors and store executives are constantly realizing the value of self-analysis in salesmanship. Thus one Western

buyer explains his advancement from the position of retail salesman: "When I lost a sale, I went over each step as I put back my stock, to discover *why* I lost it. I watched the man who was selling more than I to see *why* he was selling more." Yet how few are the salespeople who stop to think over and analyze lost sales. Too many content themselves with excuses like "stock was low" or "the customer was just looking." This book will go far toward improving the salesperson's conception of self-analysis, and will make her more introspective in getting a "why" attitude toward lost sales.

That the satisfied customer is a store asset and the dissatisfied customer a store liability are new ideas to the untrained salesperson. She does not realize that the responsibility for pleasing the customer is hers, and that she must, at the same time, please her employer. This can be accomplished only through carrying out her store's policy. Yet because of failure to do this, many times because of ignorance of the existence of such a policy—much friction and many errors occur in retail stores to-day.

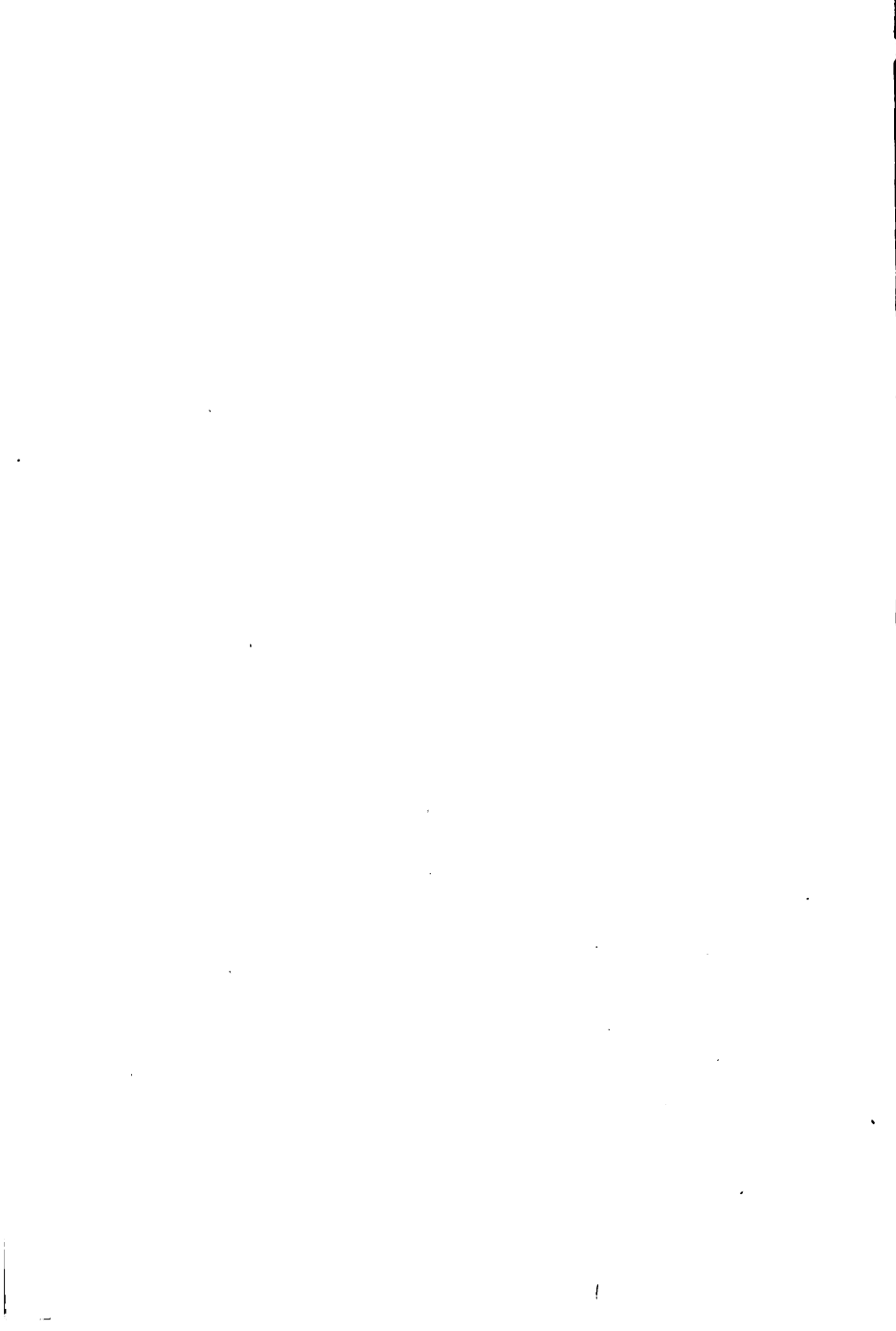
The importance of first greeting to a customer, the manner, method, and time of such greeting mean little to the girl taking her first selling position. That a customer who has said she is "just looking" may be sold; that she may buy more than she originally intended if goods are properly presented—such considerations do not occur to the new employee.

Nor does the mechanical side of selling, that part which deals with the making out of sales checks, seem of importance to the girl. Yet from this check the store's record of each transaction is made. By enlarging the salesperson's vision until it includes an understanding not only of her own department but of the whole store, the impor-

tance of correctly made-out sales checks and the carrying out of store system becomes apparent.

Such problems as these, considered successfully in *The Human Side of Retail Selling*, make the book of value to the educational director and the store executive.

RUTH FAGUNDUS



PART I
THE SALESPERSON



THE HUMAN SIDE OF RETAIL SELLING

CHAPTER I

THE SALESPERSON AND HER OPPORTUNITIES

Why a Store Has Salespeople.—If you were to pause and ask yourself just why a retail store employs salespeople behind its counters, you would have a clear idea of the importance of your own position. Why *does* it go to this expense when it might just as easily adopt some mechanical means of selling or simply take orders from customers who stated their demands? The explanation is simple. A retail store has salespeople behind its counters because it must have personal representation; it needs some person to represent the store's management, to meet customers by personal contact. This meeting is designed to accomplish three purposes: (1) To sell more of the store's merchandise; (2) to extend special courtesies and helps, and (3) to create additional goodwill for the store. All three purposes require personal contact, and this explains the necessity for using attractive and diplomatic salespeople, instead of mechanical devices or perfunctory order takers.

Salesperson Represents the Store.—Your position as salesperson, then, is that of personal representative of the store's management. To customers, *you* are the store, and whatever impression you create, favorable or un-

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favorable, is the impression customers will carry of the store. For example, if, after a sale is completed, you hand the customer her package with a friendly smile and a cordial invitation to call again, your customer's thoughts will probably run like this: "What a pleasant saleswoman. This is really a good store; they're so nice and obliging. I think I'll come here again."

A customer automatically associates the personality of the saleswoman with the policy of the store. That is why it is so vitally necessary for you to act as the personal representative of the management. If it were possible for the members of the firm personally to shake hands and greet every customer who enters the store, they would do so. Since this is physically impossible, you must take their place. Your manner and courtesy must give evidence of the same personal pleasure that the management would show in being privileged to serve.

Importance of the Salesperson.—A well-known authority on matters of store organization once made this statement: "A whole department store is nothing but each individual salesperson in front of the merchandise, with one particular piece of merchandise in her hand, discussing it with the customer. Every other activity of the store is legitimate in so far as it centers at that point and illegitimate in so far as it does not."

If you will get this inspiring conception of your work, you will soon gain some idea of the responsibility of your position and your relation to all the other store workers.

At the moment of actually selling goods, you are relatively *the most important person in the store*. You are responsible at this point for thousands of dollars spent by the store to get a customer to come in and buy, and whether or not you make the sale you hold in your hand the power to make or break the store's reputation. By

a trivial hint of impatience, or a casual tactless remark to a customer, you can injure that intangible business asset called "policy" or "good-will"—a costly reputation which a store may have spent millions of dollars and taken years to build gradually in the public mind.

As a concrete example, we will assume that a department store decides to conduct a big sale of crêpe de Chine blouses. The buyer spends her valuable time selecting merchandise, which represents thousands of dollars investment to the store. The high-salaried merchandise manager gives *his* time to help plan the sale. The advertising department is duly notified. It employs special artists and its various members spend time preparing full-page advertisements to appear in the leading newspapers. In the large metropolitan dailies, such full-page advertisements cost on an average of \$1,200 a page. Next, the high-priced window decorator is notified, and in coöperation with trained assistants, he installs an attractive window display. The rental of the main window used is valued at thousands of dollars; the decorator spends his valuable time to trim it.

Now, on the main floor where the sale is to be conducted special tables are installed and additional salespeople requisitioned. All is in readiness for the great sale event; crowds are expected to be waiting at the store doors before the opening hour.

The evening before the sale, Mrs. Jones reads the full-page advertisement in her favorite newspaper and goes downtown the next day. In the street, she pauses before the store window and studies the styles, seeing many that appeal to her. When she finally enters the store, she is eager, interested, and enthusiastic about the blouses. A floor manager directs her to the special tables, and she finds herself in the midst of a bustling sale.

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"Have you this style in size 38?" Mrs. Jones finally makes her choice and turns to the saleswoman.

"I don't know, madam, you'll have to look yourself. I'm too busy waiting on customers."

After a few minutes, Mrs. Jones, having found her size, turns to the saleswoman again.

"Are these waists full size or do they run small?"

"Full size, of course. We don't sell skimpy goods in this store." The saleswoman glares up rudely from her salesbook.

Again, after several seconds, Mrs. Jones appeals to the clerk.

"Does this tailored model come in tan?"

"Just what you see on the table, madam. If you can't find it, then we haven't got it."

By this time, Mrs. Jones, thoroughly disgusted, shakes her head decisively and walks out of the store. After the rudeness of the saleswoman, she loses interest in the sale, and decides she will not buy a blouse—at any rate, not in that store.

The point of this incident is obvious. After all the money the store has spent to get Mrs. Jones to come downtown to see the blouses, the saleswoman, by her rudeness, loses not only the sale, but also the good-will of a prospective customer. Possibly, this saleswoman offends many more customers in a similar way, though without deliberate intention.

During a busy sale, it is essential for you to remain cool and even-tempered, otherwise the demands of many customers will become confusing and distracting. You must realize that on your words and actions, at the moment of any sale, rests the success of the expenditure of thousands of dollars. Moreover, if you are selling a nationally-advertised article which a customer demands

by brand name, the money involved mounts into the millions. You bear tremendous responsibilities on your shoulders and you should never for a moment forget them.

To understand your position relative to your customers, think of yourself as the store's hostess. You should receive a customer with the same dignity and cordiality with which you would receive a guest in your own home. You must anticipate your customer's wishes; for example, by showing merchandise at which she even glances. Do this as willingly as you would assist a guest in your own home to remove her hat and coat. Thus, by thinking of yourself as the store's hostess and of your customer as the store's guest, your words and actions will naturally be pleasant, cordial, and attractive.

Salesmanship a Skilled Profession.—There was a time, years ago, when salespeople were ashamed of their work. Some even kept their positions a secret from their friends, hesitating to say that they worked in a retail store. We realize now how absurd was that attitude toward selling. To-day retail salesmanship is a skilled calling and is regarded as one of the leading vocations of the day. It demands scientific training and ability and only the intelligent, ambitious salespeople can hope for success.

To-day, you will find college graduates, students with trained minds and marked abilities, entering the department store to make its field their life work. These young men and women are willing to fill any position the department store offers them, because they recognize that the retail store of to-day presents high-class, profitable opportunities with a *big future for promotion*. Young college women eagerly seek openings as saleswomen so that they may advance to positions as buyers, advertising writers, display managers, and general executives.

If the department store, and particularly retail sales-

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manship, is regarded by college graduates and other persons of education and training as a big, profitable field, no salesperson already in a store, need apologize for her own position. She should feel proud that she is a member of this interesting profession, and she should be eager and alert to welcome every opportunity that comes to her.

One writer on the subject declares: "Salesmanship is a profession. It is not simply drawing a pay check at the close of each week. A saleswoman is giving the trading public a service that, when well rendered, increases personal pride, protects health, and develops the business she is serving. If the results of this service are kept uppermost in mind, she will realize that she fills an important part in this world's development."

Success of Trained Salespeople.—It is true that there are many untrained, uneducated persons selling in retail stores to-day. But how long do they remain untrained in the modern department store? Not very long. The store to-day realizes that *salesmanship is a skilled profession*, and it has therefore installed an educational department to train its salespeople and other store members. It puts a college-trained educational director at the head of this department and demands that its salespeople take advantage of the store's college to become skilled in their calling.

You see, stores themselves have a new view of retail salesmanship. They realize how important it is. They understand that saleswomen must be well informed and intelligent, otherwise they cannot adequately represent the store.

If you will coöperate with your educational director, or with some member of your store who can assist you, you can learn enough about your position, your merchandise, and your opportunities, *to insure a big future for your-*

self in this field. Take advantage of the chances and the training offered you. It is a wonderful opportunity to get an almost free education. Remember that the educated people to-day hold the high-salaried jobs and you owe it to yourself to take advantage of your educational chances.

Dignity of Retail Salesmanship.—Realize the dignity and importance of retail salesmanship; such realization is essential to a clear conception of your work. Look in the public library or in your store library and see how many books there are on the subject of salesmanship, retail and wholesale. Consider the expense to which your store goes to install an educational department with a director to train salespeople. Note the number of elementary schools, high schools, and colleges that are teaching retail selling to-day. Practically every large city in the United States has some school or college in which are offered special courses in merchandising, salesmanship, and textiles. Study the advertisements in magazines and see how many correspondence courses in salesmanship are being offered.

Stop and consider yourself and your own work. You are a salesperson. Your field is the retail store. You hold a recognized, important position that demands education and training. Do you appreciate now that salesmanship is a skilled, dignified profession? True, there are other equally skilled professions—stenography, trained-nursing, bookkeeping, costume designing—any number of representative fields that one may choose. But the profession of salesmanship is more difficult and even more complex than any of these. In one way it requires more skill than stenography, designing, or nursing because retail salesmanship involves dealing with complex human nature and it requires shrewd insight into the thoughts and feel-

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ings of customers and fellow workers. A salesperson to succeed must know both people and things. Furthermore, she requires an intimate and technical knowledge of merchandise.

Let us assume that you, as salesperson, are serving Mrs. Smith, a grouchy, suspicious customer, who is irritable during the sale. Before long she is about to flounce out without buying. However, by tactful talk and by your pleasant manner, you finally interest her in your goods. After fifteen minutes, she leaves with a purchase under her arm, smiling, in good will toward the store.

Don't you think that your tact and salesmanship in this instance required as much skill and training as taking dictation in a notebook? Your profession of salesmanship is tremendously interesting; it is difficult; and it demands constant application. But that, of course, is true of every skilled profession.

Opportunities in a Retail Store.—What are your opportunities in a department store? The whole store, all its divisions and departments lie open to you for success. Unlike a stenographer whose promotion is limited possibly to that of head stenographer, or a bookkeeper whose future is that of accountant, you, in a department store, have a far wider range of possibilities for promotion.

No field to-day is limited. Men and women alike are filling big jobs, sitting at executive desks. Assume that you are a saleswoman. What future have you? If you like buying, you can become head of stock, assistant buyer or buyer. Or, if you like selling, you can become a selling executive in the position of floor manager, floor superintendent, or aisle manager.

Perhaps you like display and decoration. It is possible, by study and perseverance, to become a window decorator.

Or, if you have some ability in writing, planning, or sketching, your past experience in salesmanship will be valuable in the advertising department.

It is not inconceivable even that you can eventually reach an executive position in your store. That may seem a remote possibility to you, but such rises are not unusual in other lines of business and the department store is no

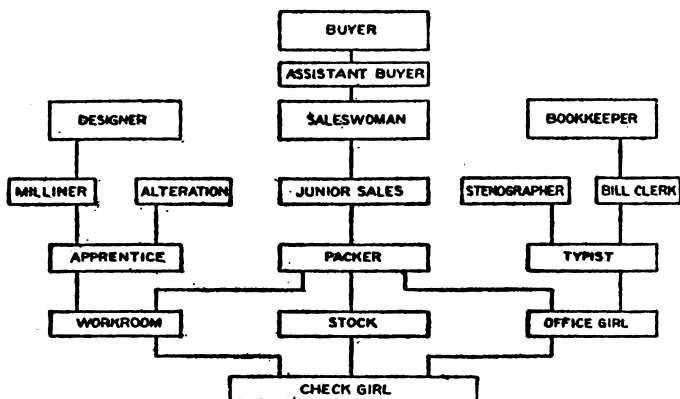


CHART USED BY ONE STORE TO ILLUSTRATE THREE POSSIBLE LINES OF PROMOTION

(From the *Retail Selling Bulletin*, issued by the Federal Board for Vocational Education.)

exception. There is really *no* position in the department store that with study, experience, ability, and ambition you cannot achieve. You have unlimited opportunities before you because you can aspire to one of so many different types of work. If you find yourself unfitted for one branch, try another. You will always have the advantage of your past experience in the department store.

As an illustration of your promotion possibilities, note the accompanying chart in use by one Middle Western department store, showing the chances for advancement in

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three different branches of the store. It is explained in a Government bulletin entitled "Retail Selling," as follows:

Assume that Mary Smith enters the store as cashier at a minimum salary of \$8.50 a week. With an automatic increase of 50 cents every six months which this store gives, she may advance in her position as cashier to a maximum salary of \$11 a week.

If she deserves to receive advancement above the \$11 job she may be transferred to a selling position or to a merchandise clerical position at a much higher salary. From the merchandise clerical position or from the selling position, Mary Smith may be made an assistant buyer at a salary ranging from \$14 a week to \$60 a week. If she succeeds in this work, she is in line for a buyership with a salary range up to \$8,000 a year.

How many salespeople achieve these big, profitable positions? Well, in this store, of 40 assistant buyers, 31 were women. *Twenty-eight of these women had been promoted from the subordinate positions of cashier, stock marker, and office clerk through the different positions of saleswoman, head of stock, etc., until they became department buyers.*

You can do the same. You can become a buyer or an executive in your store. Other men and women have done it, and you can do it too. There are buyers in New York department stores who are receiving annual salaries of \$5,000 and who travel in Europe on a buying trip every year. They have big, interesting, and profitable jobs, yet many of them started as cash girls at \$5 a week.

Similar opportunities are open to you in *your* store. Have you discovered them, and are you ready for them?

CHAPTER II

PERSONAL QUALIFICATIONS FOR SUCCESSFUL SALESMANSHIP

Importance of Self-Analysis.—At some time during your training or your business experience, you should stop and take stock of your personal qualifications for success in your profession. Ask yourself: What qualities of mind, body, and character do I possess? How can I improve myself so that I will succeed? How must I look, feel, and act, to win promotion in my work? In other words, what must I make of myself to get ahead?

Fortunately, the qualities that make for your business success are not necessarily native-born in you. If you lack them, you can, with a little persistent effort, acquire them.

Just be critical and honest in analyzing yourself. Do not be afraid to face the truth frankly. It may hurt, but you will certainly benefit by a personal scrutiny. If you think fearlessly about yourself, you will find it to your profit in the long run. Such an analysis will be like facing a clear mirror, in a strong light, but instead of seeing your face only you will see the "inside"—your mind and your character.

In analyzing your qualifications for success, you must consider:

1. Your body; how to keep it a well-developed, strong, and healthy physical machine; how to use it most effectively; and how to dress it so that your external appearance will be pleasing.

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Relaxation.—A course given by a certain shoe manufacturer for the salesmen in retail shoe stores urges each man to wash his face at 3 o'clock with either hot or cold water; to brush his hair, clean his shoes; step near an open window for three or four minutes, and then come back on the floor and defy any customer to upset him or cause him to say something sharp when the customer makes a sarcastic remark about the store, service, or merchandise. This may not be practicable in every store, but it *does* suggest to you the advantages of pausing, if possible, during an afternoon's work to recover your balance from fatigue or nervous strain.

Outdoor Exercise.—You are indoors all day, and for that reason you should take as much outdoor exercise as possible. If possible, walk to business; if not all the way, at least part. Walk in the mornings and again in the evenings. Try, however, not to become overtired.

Learn to play tennis, to skate, or go regularly to some local gymnasium. This will improve your health greatly. It is *regularity* of exercise that is most beneficial. To take a long walk on a Sunday and none at all during the week is poor policy. This will not benefit you nearly so much as to take a *walk regularly every day*. Remember that walking is one of the best forms of exercise.

Throw out your chest as you walk and breathe deeply. The fresh air will prove exceedingly stimulating. Try during the day to stand near an open window and take several deep breaths.

Stand Erect.—Since you are on your feet most of the day, an erect carriage is perhaps more important for you than for persons in other fields. Stand erect, hold up your chin; give, in general, an impression of alertness. If you stoop or shuffle lazily, your customers will quickly

lose confidence in you and your store. No one wishes to be met by a bored, weary salesperson to whom every move seems an effort.

Regular Bathing.—Let a daily bath become a habit with you. If you can stand a cold bath or a shower, so much the better. If, however, it chills you, a warm bath will be just as good, and will quiet your nerves. Do not have it too hot, as it will prove enervating.

Bathe regularly, every day. Set either morning or evening for your bathing time and make this a daily habit. It will improve your health and your personal attractiveness.

Proper Clothes for Health and Comfort.—You may not realize what effect clothes have on your health until you examine some of the ill effects of poor clothing. Tight shoes, for example, will injure complexion, digestion, and general physical condition.

Wear comfortable, sensible shoes that permit you to stand firmly, giving your toes plenty of room to spread and rest. You cannot expect to be on your feet all day and retain your freshness and good temper, if your feet are cramped in shoes with pointed toes and high French heels. If you must wear these outside of the store, change your shoes morning and night, for you will never make a success of salesmanship if your feet hurt. Comfortable shoes do not necessarily mean homely, orthopedic ones with flat heels and ugly square toes. You can get a good-looking pair of shoes for business with medium rounded toes and Cuban or military heels.

Your shoes should show care, that is, they should be kept shined and straight at the heels. Rubber heels are good to have on business shoes because they are easy on the feet and do not need frequent straightening.

Avoid tight clothing such as uncomfortable corsets, tight

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skirt bands, or exceedingly narrow skirts. To wear these is to injure your health. You can dress neatly, and fashionably, and at the same time be comfortable, particularly since fashion approves the free, athletic figure and loose, simple clothes.

Your Dress and Its Care.—No factor can help or hinder your success more than your personal appearance so far as dress is concerned. You must be scrupulously careful of it, perhaps more so in business than at any other time. Many of the large department stores have dress regulations for saleswomen, requiring that during fall and winter, they wear black or navy blue dresses or blouses with a touch of white at throat and wrists, and in summer, white blouses.

Dress regulations depend on the individual store, but even when the management specifies no particular dress requirements, you should, in winter, wear dark clothes, preferably navy blue or black. In summer light waists are permissible.

Neatness in Detail.—You must be painstakingly neat in every detail of your dress. See that you do not commit the unpardonable offense of the missing button, the spotted dress, or the unevenly pinned collar. Neither by leaving undone some detailed attention essential to neatness nor by doing something that has the earmark of slovenliness should you be offensive and annoying, especially to women customers.

Wear hair nets, if possible, because they give a trim, neat look that is desirable. Be particularly careful to avoid dandruff falling on your dark blouse.

Hair Conservatively Worn.—You cannot afford to indulge in extreme styles of hair dressing. Wear your hair in a simple and becoming manner, avoiding any of the ultra-fashionable, extreme, or theatrical styles of head-

dress, such as an abnormally high coiffure, or an abundance of curls, à la Pickford. Your appearance must be as unobtrusive as possible, and any detail of headdress or adornment that makes you stand out conspicuously from your colleagues is in bad taste and out of place.

Avoidance of Cosmetics.—Excessive powder, paint, rouge, or cosmetics in general have no place in your appearance. You may use them if you insist, outside of the store, but during business hours they must be eliminated. You may use a moderate amount of powder to keep your complexion smooth and even, but you must not whiten your nose and chin to a clownlike degree. The use of rouge or a lip stick is also tabooed during business hours, and the saleswoman who adopts theatrical “make up” is absolutely ruining her own chances of success, and, at the same time, doing irremediable injury to the store.

Avoidance of Jewelry.—You should wear little or no jewelry during business hours. Not only does it express bad taste on your part to wear jewelry, but it gives customers a wrong impression of the store. Saleswomen, particularly those who sell silk hosiery, laces, or delicate blouses or neckwear, should discard rings which are likely to catch in materials or pull threads. Many a store has suffered losses in the hosiery department by having silk hosiery torn or damaged on account of rings catching threads when the saleswoman or the customer thrusts her hand through the stocking to examine the quality. If you see a customer doing this, politely ask her to turn the stone of her ring toward the palm, explaining that it may injure the stockings.

Flashy Adornment out of Place.—During business hours you should wear nothing flashy in color or style. This includes articles of dress which are likely to attract undue attention, such as transparent Georgette blouses

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or waists too low at the neck. Let your appearance be quiet, refined, and conservative, at all events, during business hours.

Care of the Hands.—Another feature of your appearance, to which you must give particular attention, is the care of your hands. First of all, they must be clean. In dusty and smoky cities, they may require frequent washing, and this should be carefully attended to. Also if you are handling merchandise that easily soils the hands, wash them frequently. At all events, your hands must always be clean, for nothing is so repellant as soiled hands, particularly if you are selling dainty blouses, neckwear, laces, etc. Furthermore, nothing is so destructive to dainty merchandise. If your hands perspire, wash them frequently with a solution of alum water. Delicate merchandise can be ruined by damp, perspiring fingers.

Your fingernails must be clean at all times, and if possible, cared for so that they look attractive. This does not mean that your nails must be manicured or highly polished, but you can keep them clean and oval, by filing the corners. Nails respond quickly to care, and if you will buy a 25-cent manicure set and follow the directions by giving one hour's time a week to your nails, you will make them fresh-looking and attractive. Avoid excessively polished nails and very pointed ones; both are indications of vulgarity.

Avoid Annoying Habits.—In short, to make the most of your appearance, and to be attractive to others, avoid annoying habits. Try to create a favorable impression by your obvious refinement of manner and your good taste in dress.

Gum chewing, loud talking, manicuring of nails behind the counter, arranging the hair, and attending to personal details, ruin the impression a store tries to create

in the minds of customers. Moreover, by indulging in any of these bad practices, you spoil your own chances for future promotion.

Let your health and appearance be your two assets for success and give them the attention they deserve.

Your Mind and Its Training.—So far, we have discussed your general physical background for success—a healthy, well cared for body and its attractive dress. Next, we will discuss your mind, as you want to develop and use it in business, looking toward your future success. Your mind has certain strong points and certain weak ones. These, of course, differ with each individual. To improve yourself, you want to develop the strong points and overcome the weak ones. You want to train your intelligence to direct and guide your work.

Cultivate Mental Alertness.—In selling, you must be keen and alert at all times. You are in constant contact with various persons; each one differs and each requires individual handling. You must be mentally agile, able to switch from one manner or attitude to another. In short, you must be adaptable, able to meet each customer in a special way, and this means that you must be always on the alert.

Moreover, learn to keep your eyes open. See and know what is going on around you. Accustom yourself to noticing little things, to be alive to the smallest act or detail. A lazy, sleepy-eyed person behind a store counter is intolerable.

Value of Memory.—Cultivate a good memory. Learn to remember names and faces of customers. You will find that this pays.

When the late Edward C. Simmons, founder of the Simmons Hardware Company, and one of the most suc-

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cessful merchants the commercial world has ever known, was asked to what he attributed his rise, he replied :

One of the most important elements was the fact that I was always blessed with a remarkable memory which I lost no opportunity to develop and use upon every occasion. I always made a point of discovering the name of a new customer and would then casually inquire if he were married, how many children he had and what their names were. It took a little diplomacy to do this in such a manner as not to appear inquisitive, but the system produced excellent results.

When the customer returned a month or even a year later, I would ask him something about his son or his daughter, calling them by name. Naturally, he was pleased. It seemed to indicate that something about him had made an impression.

I realize now that this kind of personality, so called for lack of a better and more descriptive word, contributes more to success than any other one thing. The boy or girl, young man or young woman who starts out to cultivate his personality, who overlooks no opportunity or loses no chance to make himself agreeable without overstepping the boundary line of good taste, is taking the best step in the world to add to his own happiness and to lay a solid foundation for his future success.

Your General Education.—You may not have had a high school or a college education, but that does not mean that your general education is incomplete or has ceased. You must continue to learn. Go to the library and ask the librarian to suggest books that you can read for general improvement. Read some good essays; some of the accepted classic novels. Good reading is not necessarily "dry" reading. You will find some of the classics absorbingly interesting. If your store has a library, perhaps you can borrow books from it. Read also the current magazines, not the cheap fiction papers, but periodicals, weekly and monthly, that contain, in addition to stories, articles of general interest.

If you want to be a business or a social success, you must be intelligent and well informed about current events. You can do this only by keeping up with the news. Read a reliable newspaper regularly and try to find time to read one or two authoritative periodicals for special information.

Try to improve your general education by taking special courses if you can. You need not be a "highbrow" nor a bookworm, but to succeed you must be intelligent and must possess a good general education.

Your Special Education.—You will get special education and training through the educational department of your store. Here you will learn the necessary facts about your position. In addition, you should seek further sources of special information about your merchandise (as suggested in Chapter V). You will be surprised, too, how this will identify you generally as a well informed person.

At various points in this book, you will find stressed particular kinds of information that you, as salesperson, must possess. This is not mere abstract theory. You must possess this knowledge if you want to be a success in your work.

Value of Imagination.—In order to sell convincingly and to satisfy customers you must possess imagination. Imagination, in the case of retail selling, involves the ability to recall what you have observed and to recast it in new situations according to circumstances as they arise. This means that, with your customer before you, you must try to imagine her thoughts and emotions, her internal state. To assist her, you must try to form some mental picture, when required, of her home surroundings or of all things *not present* that may affect her purchase. In other words, you have before you a certain customer.

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You need imagination to work *beyond* the presence of this person, to picture her thoughts, her surroundings, her background, and all those influences that will affect her decision.

When Mrs. Jones hesitates between brown portières and green ones, you can, by picturing her home and asking interested questions about other furnishings, render valuable suggestions to her.

When a customer asks to see "different color and style net frillings to go on a navy blue satin dress," you must use your imagination to picture the most becoming and appropriate colors, styles, and quality of frillings to show her. It is true, you can simply lay the different pieces before her and let her make her own choice, but a good saleswoman will use her imagination, based on the present appearance of her customer, to assist her in making a selection. Of course, it is not tactful to press this service when it is not well received.

Another occasion when you require imagination is when a customer indicates no special preference. For example, if a stout, buxom woman asks to see a Georgette blouse, you must have enough imagination to avoid showing her fancy, frilly blouses. Bring out only plainer styles, continuing in this showing until your customer indicates some preference. It requires imagination to visualize a customer wearing different styles; when the choice is left to you, try to assist.

Use of Judgment in Selling.—Good judgment is the ability to use what you know, to best advantage. To put it simply, it is the ability to put two and two together, letting your answer depend on the weighing of each consideration until a satisfactory solution is reached. In almost any line of business you need good judgment and

this is especially true of selling, in which you deal so largely with personal peculiarities.

It takes judgment, for example, to know what price or type article to show a customer when she makes no specifications. If a flashily dressed woman asks to see "a petticoat to wear under a light, thin summer dress," you will use your judgment to know what to show. First, you will know that a petticoat to be worn under a thin dress must be of some heavy non-transparent material. You will accordingly select those in that group only. Next, you will use judgment in showing the type of petticoat a flashily dressed woman would probably admire. In all probability, it will be one lavishly trimmed with lace and ribbon. The plain, more conservative, untrimmed types would undoubtedly have no appeal for her. You must use your judgment throughout the sale, and this applies in almost every transaction in which the choice of particular goods from stock is left to you.

If a shabbily dressed woman requests "a coat for this little girl," indicating her child, you must use your judgment and bring out only practical, medium-priced coats; you will show none light in shade, impractical, or expensive.

Of course, there are occasions when you may use your best judgment and prove wrong, but this is a situation that cannot be avoided. Let your decisions and suggestions be for the best interests of both customer and store.

Ability to Express Yourself.—You must acquire enough command of language to express what you have of mental power, and learn to talk readily, adequately and correctly. This is particularly true in your work: a quiet, interesting, convincing talker has mastered half the battle of salesmanship.

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The ability to talk well does not mean the possession of an extensive vocabulary nor even the possession of a broad education. It means that you know what you are talking about and that you learn to present your facts (1) in an interesting way, so that your customer will listen; (2) in a firm, sure, convincing way, so that your customer will believe you; (3) in an attractive, desirable way, so that your customer will want the article; and (4) in an enthusiastic, stimulating way, so that your customer will decide to buy.

The mastery of conversational English is one of the prime requisites of persuasive salesmanship. The saleswoman who says, "them there stockings are good bargains" has less chance of interesting and convincing an intelligent customer than the one who knows enough to say "those stockings are good bargains." To succeed in salesmanship, you must learn how to talk English correctly, and though that subject is not within the scope of this book, a few suggestions as outlined by S. Roland Hall are given for avoiding some of the commonest errors that salespeople are likely to make:

1. Don't say: "I'll show you some cheaper gloves." The word "cheap" suggests low quality. Refer to such goods as "lower-priced gloves."

2. Don't say: "The party that bought one before you." "Party" does not mean "person." You would speak of a dinner party, but in the former case you should say: "The person who bought one before you."

3. Don't say: "Can I show you one?" "Can" implies ability, and, of course, you have the ability or you would not be selling. You should say: "May I show you one?" which means: "Have I your permission to show you one?"

4. Don't say: "Lady, is this your package?" Address customers as "Madam" and when you know their names (from sales checks), as Mrs. (or Miss) So-and-So.

5. Don't use such expressions as "awful sweet," "mighty stylish" or "classy model." Try to make your expression mean something when you talk to a customer; be more definite. Never use the word "awful" in connection with your sales work. "Fashionable" should be used instead of "stylish."

6. Never abbreviate the word "gentleman" to "gent." Do not use such expressions as "gent's furnishing department," "lady and gent," "lady friend" or "gentleman friend."

7. Avoid the common use of "lady" or "ladies" in commercial matters, particularly as adjectives. Use "woman," "wife," "housekeeper," and use these words in their right places. Say "women's hats," "housekeepers' sales."

Of course, this brief list of errors in salespeople's speech does not take into account the more frequently encountered grammatical errors of everyday conversation, such as: "I seen" instead of "I saw," or "I says" instead of "I said." Successful salesmanship presupposes a knowledge of English and if you realize that you make such errors in your speech, you should not only try to correct your mistakes, but do additional studying to learn correct English usage.

Attributes of Character.—If your friends or your fellow-workers say of you: "She certainly has a fine character," what do they mean? They refer, most likely, to those moral and spiritual traits that endear you to them, characteristics that make you *you*; that stamp you as an individual different from other persons.

It is your character principally that makes you popular or unpopular. The popular person in the ballroom, at a party, or in the store is she who, by the character she displays toward people, toward things, and toward her work, indicates that she is worthy of respect, love, and success.

What are the characteristics that will make you popular with others and successful in your work? We will discuss

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them here as they relate in selling: (1) to customers, (2) to fellow-workers, and (3) to your store. It is important for you to remember that you must adjust your attitude of mind and spirit to people, things, and work. By doing this you aim at the goal of sure success.

Importance of Tact.—One of the most essential qualities for success in salesmanship is tact. Tact involves the ability to say and do the right thing at the right time. Sometimes, it is tactful to keep silent; at other times to act as if you had not heard a certain remark.

There are times when tact on your part serves to put a customer in good humor. There is the well known incident of the shoe salesman who, when his customer remarked: "I guess one foot is bigger than the other," smiled and said: "You mean one is smaller than the other, madam." This is a rather extreme example, but it shows how tact may improve a sale situation.

It is tactful, in selling, to avoid references to any physical defect, unusual proportion, or glaring point of appearance about which a customer is likely to be sensitive. For example, in showing hats to a red-haired woman you will tactfully bring out browns or dark colors and not show colors which would make your customer or any one in the store take undue notice of her hair. Particularly in your sales talk, you must show exquisite tact in avoiding references which might possibly offend a customer. Instead of assuring a stout customer that "this suit won't make you look stout at all," you will say: "This suit has exceedingly slender lines that will be becoming." It is good tact to use the word or phrase that calls forth the most pleasant image in the mind of your customer. A stout woman will like the word "thin" used in connection with her appearance, because it calls forth a pleasant picture of a state she probably desires. An exceedingly

short person will undoubtedly like to hear the word "height" used in connection with her appearance.

It is good tact on your part to avoid making a customer ask to see "something less expensive." Most customers, no matter how self-possessed they may seem, feel a certain embarrassment at having to request a cheaper article than originally shown. If a shabbily dressed young girl, therefore, asks to see "a pair of brown kid gloves," you will begin by showing her low or medium-priced gloves first. Then, if she wants any better quality, you can show them later. You must always evince tact by showing merchandise nearest to the price you think the customer will most likely buy. In cases of doubt, it is best to show medium-priced goods first.

Calmness of Manner.—A good saleswoman is one whose bearing indicates a certain mental calmness. She possesses a quiet balance that permits her to go through a trying day without losing control of her nerves and without forgetting to retain her poise and equilibrium. She is "captain of her soul," in other words, and is not blown about by trifling winds. The hurried, impatient demands of customers do not worry her. She goes about her work politely, calmly, and with a quick efficiency that results in work well done.

Retain your poise no matter how busy you are. Keep yourself well in hand, because a department store is likely to affect the nerves of even the most steadily balanced person. It is only through the cultivation of calmness of manner, of a certain inner quiet, that you can succeed in your work and still retain control of your nerves.

When an irritable customer interrupts a sale with a remark: "Isn't there some one to wait on me? I've been standing here ten minutes," no matter how rushed you

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are, reply with calm steadiness: "I'm engaged at the present time, madam, but I'll be glad to wait on you in just a few seconds." This is far better than a scene like this: "What did you say, madam? Green? No? I'll see. I'm sorry, madam, I'm busy. One yard did you ask for? No, every one else is busy. Yes, this is the one you picked out. I'll be with you in a second, madam." A confused jumble of sentences, thrown half in one direction and half in the other, indicates a lack of poise and mental balance on your part. It is obviously better to go through the sale quietly, to do one thing at a time. Certainly, one sale well completed and one satisfied customer is worth more than two sales hurriedly made and two dissatisfied customers. If you are polite and efficient you will probably be able to handle all customers and satisfy them. Your poise and calmness will be conveyed to them, moreover, and, to shoppers who are worn and tired, nothing will be more pleasant than the soothing manner of a saleswoman who has herself well in hand.

Use Initiative in Selling.—Successful salesmanship demands proper initiative on your part. This involves the ability to depend on your own judgment, to make your own decisions, and to act with individuality and confidence in a difficult situation.

When old Mrs. Brown stands hesitating in the children's department, wavering indecisively for twenty minutes between a pink or a blue kimono for her grandchild, you must use your initiative to help her make a decision. Interested questions about the child's size, color of hair, eyes, etc., and pointed suggestions may induce a fairly quick decision.

Use initiative in mother-and-daughter arguments, when the mother wants one style and the fifteen-year-old daughter wants another. By making a few honest re-

marks, assuring the daughter that you will give her "what other girls wear" and winning the confidence of the mother, you can avoid difficult situations and conclude your sale quickly. Selling demands initiative if you want to avoid wasting time unnecessarily. Learn to think quickly, to act quickly, and to use your own head instead of depending on some one else to make decisions for you.

Necessity for Cheerfulness.—A happy, cheerful disposition is one of the essential attributes of a good saleswoman. Do not let petty details and annoyances worry you; withstand the ill temper and inconsiderateness of your customers. It is true that your work is often trying; it is exceedingly difficult to deal with the vagaries of human nature, particularly feminine nature. Nevertheless, you must cultivate the ability to shake yourself free of disturbing annoyances, no matter how many arise. After all, transactions with customers, while they may seem personal, are entirely impersonal and purely business dealings, and no matter how depressed, discouraged, or indifferent you may be, do not let your business problems worry you.

Do not bring your personal troubles to the store. If you have home worries, conceal them for the time being, and meet customers with a cheerful, pleasant smile. Cultivate this habit and learn to dissemble, hiding your worries, as a good actress does.

No customer likes to be met by a gloomy, downcast, grumpy saleswoman. Shopping is tiring work at best, and if by your cheerfulness you can make shopping a more pleasant task to customers, you are overcoming much of the difficult work of salesmanship. The grouchiest person will react pleasantly to a good natured, happy approach, and by preserving this cheerful attitude during the day, you will find cheerfulness helps your saleswork.

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Winning Confidence.—If you are to command the respect and confidence of customers, your bearing must be, above all, self-confident. Approach customers and go about your work capably, with your shoulders thrown back, your head erect. Act and talk in a convincing manner so it will inspire respect and confidence in your customer. Answer questions immediately, with a self-assured air. Do not hesitate, or grope for words. If you do not know the answer to a certain question, tell your customer so and find out for her.

The good saleswoman is well informed about her merchandise, and is able to command the respect and confidence of customers by her self-assurance and calm poise. This does not mean that she tries to impress them with superior knowledge. It merely means that she knows her business and is able to convey that fact convincingly to her customers.

Know your stock, its uses, its location, and all its details, so that when a customer requests "a warm winter hood for a year-old baby," you can confidently bring out the hood which you know to be appropriate.

If a question must be asked about stock or its uses, avoid doing this in the presence of a customer, as this is likely to undermine her confidence in you. Many customers are influenced by salespeople, and if you inspire them with respect, your sale will be made more quickly and more smoothly.

Be Enthusiastic.—No quality in salesmanship is more contagious than enthusiasm, and if you can bring out your merchandise with an air of pride and pleasure, you are more likely to secure your customer's immediate interest than if you indifferently display your goods and then ignore your customer. Go about your work as if you enjoyed it; show your merchandise with the air

of personally admiring every article in stock. If you bring out a lace collar and cuff set, for example, handle it delicately with an air of pride and appreciation. "This is a beautiful set; it's real *fillet*," you may say and thus inspire enthusiasm in your customer. Approach customers as if you enjoyed serving them; show your stock as if you were proud to do so, as if you yourself admired every article. Make your customer feel that you are enthusiastic about assisting her. Let your enthusiasm appear natural and not artificial or stimulated, or it will have a hollow note.

Be Honest and Dependable.—Your duty to your store also means that you must be honest and conscientious. Honesty as a quality needs no explanation here. As part of your moral equipment, it means that you must neither try to take advantage of your store at any time nor of your customer. Both must be honestly and fairly treated and the duty that you owe to your store means that a customer must not be given an undue advantage in extra measure, etc., or that a customer must be given short measure, because it is to the advantage of the store. *The business of to-day is run on honest principles of fair dealing* and you must carry out these principles in your work.

Be Faithful.—Faithfulness to your store means that you must "stand up" for it at all times under all conditions. You are unfaithful when you say to an angry customer who comes to the store to complain about a mistake in her purchase: "Oh, these people in the packing room! They never get anything right." Or, if you say to another saleswoman: "I got these stockings at Smith's; they have such poor-quality goods in our department." Or, if you say to a customer: "They certainly do make

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us work hard here. Sometimes I don't see how I've stood it so long."

To be faithful to a store, you must never criticize it before customers. If you hear some one do this, loyalty on your part should make you defend the store. When a fellow saleswoman criticizes the concern, you may agree with her, but you will not voice your dissatisfaction in public. You should, if you feel strongly enough about it, bring the criticism to the attention of either the buyer, the floor superintendent, or some representative of the management.

Are You Ambitious?—If you wish to win promotion in your work, you must be spurred on by keen ambition. See your future, know definitely what goal you desire to attain, and keep this ever before you. Ambition means willingness to shoulder responsibility, to do a little more work than your own. If you wish to advance, your opportunities in a department store are unlimited. While you may often become discouraged, your ambition must constantly keep you on tiptoes. Success does not come without hard work, and hard work is the result of ambition. Let this be your driving force and success will be your destination.

Your Voice.—So far in this chapter, we have been considering the qualities of a good salesperson from three aspects: (1) a healthy body; (2) a keen, intelligent mind; (3) a fine, moral character.

All of these parts in combination form your individuality. The most thorough expresser of this personality is your voice. It is the expresser of your best self as you fit into any situation, and *you must consider your voice carefully*. Listen to yourself as you talk and try to hear your voice with the ears of another.

Your voice should at all times be pleasantly modulated.

Speak clearly and distinctly, so that your customer can hear you without effort; do not speak so loudly that your voice grates. If possible, try to keep it at the same level as your customer's. Speak slowly enough so that your remarks can be easily understood and avoid mumbling or speaking in a monotonous tone, as if you were reciting memorized sales arguments. Nothing is less convincing. If your voice is polite, agreeable, and kept moderately low, it cannot help but affect your customer pleasantly.

If you sell in a store regarded as "exclusive," that is, one possessing a high-class clientele, avoid affected manners, although your inflections must necessarily be a little different than if you were selling in a popular-price store. Customers who patronize an exclusive store usually possess or affect a mincing or a *haut-air* when shopping. Adapt *your* voice and general bearing to those of your customers. You will do well to back up the exclusive reputation of your store by having your voice and manner express cultivation and refinement.

For example, in exclusive shops, saleswomen are instructed to speak of their customers as "Madam," so that in repeating a request to the floor manager, they will say: "Mr. Brown, Madam wishes to include this package with her purchases," instead of referring to "this customer."

Your Expression.—Next, your expression must be an indication of your attitude and personality. Keep it keen and alive, so that it shows an interest in your work and your customer, as well as a friendly desire to serve.

No matter how tired you are, smile pleasantly at the approach of a customer. Do not smirk or give a bored smile of duty, but smile in a sincere, engaging way that will make a customer feel that she is welcome in the store. Unfortunately, however, salespeople's smiles can be overdone; they can make or break sales. James R.

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Fisk, in his book, mentions some typical smiles in which salepeople mistakenly indulge:

1. The pitying smile when a customer signifies a desire to look at a cheaper article than the first displayed.
2. The sarcastic smile when a customer intimates that he is a more competent judge of his own needs than is the clerk.
3. The knowing smile when the customer says she is buying an inexpensive garment for the maid.
4. The idiotic, meaningless, vacant, perpetual smile of the clerk who considers a smirk his stock in trade.
5. The bored smile when a customer speaks pridefully of the exceptional cleverness of her sister-in-law's second cousin's children.
6. The "heaven-help-me" smile exchanged with a fellow employee when a customer finds difficulty in deciding between two silverware patterns.

Of course, these smiles are all "don'ts." Your expression should be friendly, alert, and intelligent, and your smile sincere.

Your Obligation to Your Store.—When you are employed by a store, you are bound to it by ties of loyalty and obedience. This means that when your store makes certain rules, you must, like a good soldier, obey them without stopping to question "why?" Your store is working for your good as well as its own in making rules for your conduct and actions. If you think the rules unjust or wrong you may, on occasion, discuss them with some one over you in authority. Until such a time, however, *you must obey them.*

Your loyalty toward your store is the same loyalty soldiers and sailors bear to their employer, Uncle Sam. They do not stop to question the wisdom or fairness of an order. They obey without question, and usually discover, sooner or later, that there is a just reason for most

orders and a necessity for prompt obedience to all. This same obedience and loyalty must be yours in store work.

Working for One Ideal.—In furthering store coöperation, you must understand that you are not working for one department nor for one floor, but for the entire store. While you may bear a certain amount of loyalty to your immediate department, remember that your duty of coöperation lies in being willing to assist any individual or any department of the store.

You share equal privileges and rights with your fellow workers, and you must not regard yourself as a privileged member, no matter what your position. You must be willing to assist even in duties that are not yours nor your department's, because you are working for the store as a whole. Many salespeople do not understand or are unwilling to act on this principle, and therefore, we repeat: *Every member of a store works for the good of that store as a whole.* No matter what duty, however distasteful, you are asked to perform, you must do it willingly.

This applies also to you as an individual. Though you may be ambitious and desire advancement, you must not be a "sales grabber," or be disagreeable in your treatment of fellow workers. They are all working for the same store and are entitled to every advantage that you claim for yourself. You must be willing to help them in every way, to assist particularly, new salespeople, and to be so considerate that your colleagues are given the advantage of short cuts or new methods that you yourself may discover.

Coöperation is the keynote of modern business and if you desire to advance, you must be guided by it.

You Must be Prompt.—You must be punctiliously careful of your time for which your store is paying. If you

come five minutes late in the morning, if you overstay your lunch time, or leave early in the evening, you are being dishonest. In business, your time belongs to your employer, and if you use it for your own interests, you are stealing.

Closing time is the one period in the day when you cannot afford to be too prompt or you will be known as a "clock watcher." You are working for the interests of your store, so you must not hurry the minute the hands of the clock reach five or five-thirty. Finish the work you are doing, whether it is putting away stock or waiting on a customer. Do this cheerfully. It is amazing to note how many promotions in business have been based on an employee's willingness to stay a few minutes after hours.

Avoid Carelessness.—Retail salesmanship requires an unusual amount of care in every branch of the work. First, your stock must be carefully and neatly kept, if the store is to have an attractive appearance. You must handle it carefully, in taking it out or putting it away. Treat it as if it belonged to you personally. Observe care in every step of your sales, in listening to your customers' requests, in presenting your goods.

The one time when the most extreme care is needed is in making out sales checks. Then, unless you are extremely careful, you may bring about one of the greatest sources of loss to your store. It has been estimated by one store that every error in sales checks represents a minimum cost of 25 cents to the audit or billing department to get the checks straightened out and sent to the customer. That amount does not include the loss entailed through dissatisfied customers.

Your Obligation to Your Customers.—You must remember that you are employed not for the sole purpose

DAY OF
CALIFORNIA



**SERVE THE LAST-MINUTE CUSTOMER AS CHEERFULLY AS THE FIRST,
ALTHOUGH HER ARRIVAL MAY PREVENT YOUR LEAVING
PROMPTLY AT CLOSING HOUR**

TO THE
ALBANY

of selling merchandise, but to render services to your customers at the same time. This means that you must be as willing to take time in directing a customer to the shoe department or to a telephone booth as you are to present merchandise to a waiting customer. Many salespeople do not realize that this is an essential part of their work. *Department stores to-day compete not only on merchandise, but on extra service as well.* They are proud of the assistance they try to give customers and they regard you as a vital branch of their service division.

Your obligation to your customers is summed up on the slogan: "Customers first." This means that you must say "thank you" after each purchase; when possible, bring over a chair for a customer; stand back and let your customer step into the elevator first, in fact, that you must undertake to arrange every possible comfort and convenience for her.

On a hot day you will try courteously to hand a customer a fan. Or, when possible, if she seems particularly hot and tired, you may offer to get her a glass of water. If she is carrying many parcels, you will courteously ask: "Would you like to have all your packages wrapped together, so that you may carry them more easily?" If the customer, who is on a shopping tour, seems particularly burdened with her coat or wraps, you may offer to have them sent to the cloak room and checked. These may seem like minor matters, but they are all parts of the attention to customers which courtesy demands.

Of course, true courtesy is a matter of real feeling—it abides within. You must feel well inclined toward your customers and truly desirous of making all pleasant for them. If this is your established disposition, the acts prompted by it will be done spontaneously and appropriately.

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Courtesy is due to your fellow workers, as well as to customers. A customer who notes that you are polite to her and disagreeable to your fellow salespeople will soon detect the insincerity of your courtesy. You must, therefore, be as polite to your fellow-workers as to your customers, and you will be, if you have a courteous disposition.

CHAPTER III

THE SALESPERSON AND HER RELATION TO THE STORE

Understand Your Store's Relation to the Public.—

Before you begin to sell, there are many important facts that you should know about your store and its relation to the public. You will realize this just as soon as you begin to meet customers and you will then see how this understanding helps in dealing with them and with your fellow workers. You will then appreciate what an important link you are in the chain of your store's organization.

You must know first of all what your store's relation is to the public. What is Mrs. Smith's attitude toward your store when she decides to go downtown and buy a school coat for little John? Does she expect to find merchandise popularly priced, or is she sufficiently familiar with the merchandising policies of your concern to realize that she may have to pay a higher price but that she will get good value for her money?

Different Types of Stores.—You must be thoroughly conversant with your store's reputation in the public mind, and to understand this, have first a clear idea of the different types of retail stores.

Generally speaking, there are four different grades:

1. Popular-price stores, which feature price first and consider quality second.
2. Medium-price stores, featuring merchandise at fair prices.

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3. High-class stores, featuring style and quality first and price second.
4. Very high-price stores appealing only with style and quality (usually specialty shops).

A saleswoman, in order to adjust her selling talk, must know which of these types her store most closely approximates. Of course, it is not always definitely possible to classify a store under one of these heads, because there may be considerable overlapping, but this general classification will serve as a guide in helping you to identify your store.

Once you are reasonably certain of its standing in the public mind, you can adapt your manner and selling talk to fit your store's clientele. It is impossible, of course, to lay down hard and fast rules about the use of different types of selling talk, but they can be generally described as follows:

The Popular-Price Store.—In stores of this type you should sell your merchandise from the angle of price. Such a store usually attracts a poorer class of trade, and also those members of the middle class who buy almost exclusively on a price basis. Here you will bring out a little sweater, for example, with the following remark: "This is a good, strong sweater at only \$3.98."

Remember that price is the most interesting consideration to the customers of such a store, and although they will demand strong wearing qualities, too, they will often sacrifice quality and service in order to save on price.

The Middle-Class Store.—This store caters to the middle class which is willing to pay a fair price for good merchandise. Customers who shop here will examine merchandise from the view points of durability, quality, and service, and, at the same time will concern themselves with price. Usually those who shop in this type of store

are amenable to arguments of quality, and can be influenced to pay a little more for a better article, if they are convinced it will give longer service. In a medium-price store you may bring out your merchandise with this remark: "This is a practical sweater, that will wear well, and it is excellent value." You must interest customers from the two angles of quality and price.

The High-Class Store.—In this store, customers usually buy more from the standpoints of attractiveness and style than from those of service qualities. Price may be a consideration but it is usually subordinated. Therefore, as a rule, you will discuss it at the end of the sale, as the deciding factor. In this type of store, you may present your merchandise thus: "Here is a smart sports sweater in a beautiful shade. It is the only one we have had in this style." To the customer of this store, representing as a rule the upper-middle class, style and distinction are important. Although service and price may be considerations, customers in this group will invariably place style or appearance first. Members of the upper-middle class are frequently followers or imitators of the wealthy upper circles, so that the appeal of fashion and style will be paramount to them.

High-Price Stores.—In this group are the stores, usually specialty shops, selling exclusive merchandise at exorbitant prices to wealthy customers who can afford unlimited extravagances. Customers of this type seldom inquire about the price of anything. Either they do not care, or they prefer not to show that they care. In stores of this kind, you sell merchandise primarily on the basis of (1) style, (2) distinction, (3) exclusiveness, and (4) individuality. You never mention price until a customer asks it, and even then, you continue with your arguments of exclusiveness, etc. A customer who will pay a very

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high price will seldom hesitate at a price still higher, if the difference is not too great. You will accordingly present your merchandise in about this way: "This is an odd little sweater, adapted from a Lanvin importation. See, it has short sleeves, like the original. It is really one of our most exclusive models."

Though these outlines cannot be offered as definite rules that apply in every case (the individual customers, of course, alter every situation), yet they serve, in a general way, to indicate the different types of stores and the variable methods of appealing to customers in each type.

Here are some suggestions as to how you can learn about the type of store in which you are employed:

1. Study the class of customers.
2. Observe the manner, words and tone with which they request merchandise.
3. Get the opinion of outsiders regarding the store.
4. Pay close attention to the instructions and policy of the store itself.
5. Read the store's advertisements.

Comparison with Other Stores.—You must be aware of the standing of your store in comparison with similar establishments in the same community. This comparison can be made on the basis of (1) class of customers; (2) quality of goods; and (3) store service.

You must be aware of this comparative standing in order to meet more intelligently the comparisons that customers inevitably make. For instance, when Mrs. Jones remarks: "Why, I saw this same pair of gloves in Blank's across the street for fifty cents less," you must know how your store stands in relation to Blank's. You must know what kind of goods Blank's carry and be able to compare them with the stock in your own store. Then you must be prepared to make an intelligent explanation

to your customer. This should not be a slurring remark about Blank's, but a constructive explanation, such as: "Yes, indeed, Blank's have good gloves, but I believe you will find that the difference in price between ours and theirs is warranted by the better kid in these gloves, etc."

While this question of meeting competition will be considered in a later chapter, it is mentioned here merely to point out the necessity of your knowing the standing of your own store in relation to competing establishments.

Knowledge of a Store's Policies.—A store's relation to the public is reflected by the reputation it tries to establish in the public mind. It sets about very deliberately to build this reputation. The quality of merchandise sold, courtesies rendered, rules in regard to customers—all of these tend to establish policy. If your store issues a circular, a pamphlet, or a booklet describing its ideals and attitude toward the public, you will find in that an explanation of policy. This term "policy" is the name of an intangible factor, but it means much in a concern's attitude toward its customers. If it were written out, it might be called the constitution or by-laws of the store.

One store may have a liberal policy, that is, it may adhere strictly to the principle that the customer is always right. This store may also be known for its progressive policy, showing its constant desire to improve its service and merchandise by welcoming suggestions from customers and employees. A store that is liberal in policy is usually lenient with customers, and willing to make exchanges, concessions, and returns of money. Customers often abuse the leniency of such a store, but on the whole, when its liberal policy becomes established, it is known as a fair dealing organization. Stores with liberal policies usually believe that losses involved in extra liberality are more than offset by good will and increased patronage created.

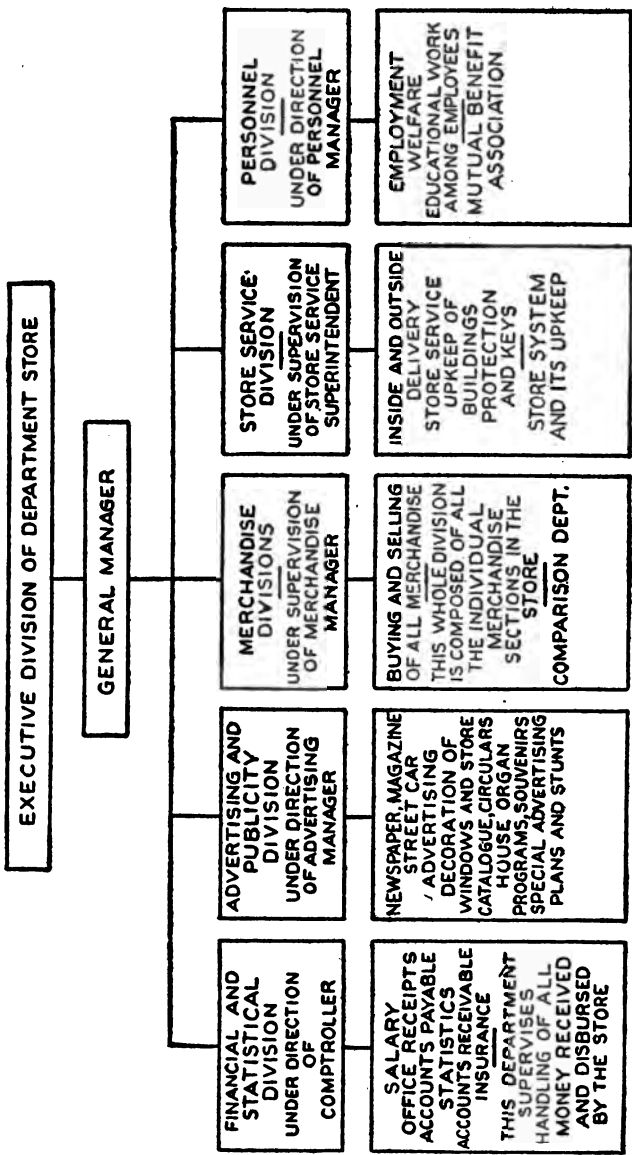


CHART OF A TYPICAL DEPARTMENT STORE ORGANIZATION

On the other hand, a store may be conservative in policy, that is, it may be slow to welcome modern improvements, and it may be cautious in buying, in sales, and in general merchandising. A conservative store usually feels its policy justified by the firm foundation and honest, rigid reputation for fair dealing it establishes. It prefers to be careful and sure of original sales, occasionally losing some, rather than to make liberal concessions which may result in dissatisfaction afterward.

You must understand *your* store's policy to interpret it to customers and also to discharge your duty to your employer whom you represent. Although matters of store policy are seldom settled by salespeople, questions constantly arise that make it essential for you to know what your store's decision would naturally be in a given situation.

To learn about your store's policy you should (1) read any booklet or circular it issues to store employees or to customers regarding its aims and service; (2) ask questions of the buyer, the floor superintendent, or the educational director; (3) study and think over decisions made in matters of policy, and draw your own conclusions; and (4) read the newspaper advertisements your store inserts.

Organization of Your Store.—Next, you must familiarize yourself with the internal organization of your store. The average modern store is divided into six main divisions:

1. Executive.
2. Financial.
3. Merchandising.
4. Advertising and selling.
5. Personnel.
6. Store service.

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Each of these branches is equally important in relation to the store, and each is dependent on the others for co-operation.

All of these six departments are operated under one policy, and guided by one common principle of loyalty and honesty, and one generally accepted business ideal. The divisions of a store as discussed here are merely theoretical. They vary, of course, with the organization of the individual establishment.

Executive Division.—The modern store generally has one chief executive who surrounds himself with other executives who hold the positions, as a rule, of heads of divisions. The executive department directs the policy of the organization and it keeps in touch with activities through reports rendered by heads of various departments. In this way, the executive division is enabled to formulate regulations, and policies that govern the running of the business.

The executive department also works coöperatively with other stores, joining in with trade associations to work out mutual problems that may arise.

Financial Division.—This section directs all financial operations of the store. It is usually in charge of one executive, known as the Comptroller. The Financial Division superintends:

1. Insurance.
2. Salaries, regular and special.
3. Receipts:
 - a. Tube.
 - b. Delivery.
 - c. Floor.
4. Accounts Payable:
 - a. General Books.
 - b. Journals.
 - c. Bills.

5. Statistical:
 - a. Sales Records.
 - b. Purchase Records.
 - c. Delivery Records.
 - d. Contracts.
6. Accounts Receivable:
 - a. Credits.
 - b. Collections.
 - c. Retail receipts.
 - d. Audits.

Merchandise Division.—This department, which has control over all merchandise bought and sold, is under the supervision of the merchandise manager. Each buyer must account to him for the management of his individual department.

The comparison department operates in the merchandise division. This department keeps watch on competitors and on the store's service in general to see that it is offering best values in merchandise and the best service possible.

In the merchandise sections, under each department are grouped the following:

1. Buyer.
2. Assistant buyer.
3. Head of stock.
4. Salespeople.
5. Stock clerks.
6. Clerical workers.

The merchandising division also decides such matters as:

1. Special policies.
2. Special sales.
3. Employees' sales.
4. Discount sales.

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5. Bargain tables.
6. Department management.
7. Equipment.
8. Selling expense.

Each merchandise department has access to general or common services of departments, such as (1) manufacturing; (2) alterations; and (3) storage (especially that of fur storage).

The merchandise division is really the most important division in the store because it keeps business moving.

Advertising Division.—This department has charge of every form of advertising and publicity employed by the store. Its activities include preparation, placing, and distribution of:

1. Newspaper advertising.
2. Magazine advertising.
3. Window displays.
4. Street-car advertising.
5. Circulars and pamphlets.
6. Store signs.
7. Special advertising plans or "stunts."
8. Catalogues.
9. Programs.
10. Souvenirs.

Every merchandise department of the store is allowed a specified sum of money to spend in advertising through each or any of the above channels. The advertising department prepares all the advertising matter in coöperation with the individual buyers and the merchandise manager.

Store Service.—In this group, service is divided broadly in the two sections of (1) direct service to shoppers; and (2) service in store maintenance and conduct.

Under *direct service* to customers, we group such conveniences offered as:

1. Rest room.
2. Information.
3. Adjustment sections.
4. Complaint departments.
5. Personal shopping service.
6. Travel or theater-ticket service.
7. Telephone and telegraph.
8. Postoffice.
9. Checking rooms.
10. Departmental hostesses.
11. Footmen.

Under *indirect service* we find the section responsible for the occupancy and maintenance of the store, also for store transportation. Under the general head of store maintenance are grouped such responsibilities and services as:

1. Mechanical:
 - a. Light, heat, and power.
 - b. Ventilation.
 - c. Repairs.
 - d. Elevators.
 - e. Fixtures.
 - f. Store arrangements.
2. Service:
 - a. Telephone.
 - b. Cleaning.
 - c. Laundry.
 - d. Protection.
 - e. Fire.
 - f. Theft.
 - g. Inspection.
 - h. Collections.
 - i. Routing.

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3. Purchasing:
 - a. Supplies.
 - b. Office.
 - c. Store equipment.

The next sub-division under the store-service group includes that part of which deals with the store's *traffic*, that is, the receiving and storing of merchandise. Under this group are included:

1. Receiving of merchandise:
 - a. Records.
 - b. Claims.
 - c. Correspondence.
 - d. Marking.
 - e. Stockrooms.
2. Warehousing of merchandise:
 - a. Custom house.
 - b. Import department.
 - c. Buying rooms.

The next and very important division under store service is that which deals with the *delivery* of the merchandise bought by customers. Under this section are grouped "inside" delivery, by mail, parcel post, etc., and "outside" delivery, by the store's automobiles, etc.

After the merchandise division, the service section is the most important branch of the store, because it is one of the chief ends on which stores compete. Modern stores are constantly installing some new service device, to give them a distinctive talking point, in their service. For example, one large department store in New Jersey installed red telephones prominently on the counters of departments throughout the store. These telephones are for the convenience of customers who want information of any character about the store. If one woman wants to know where the shoe department is located or another whether yesterday's sale of linens is still in effect, she can

use the red telephone and get her information from the official headquarters of the store.

Personnel Division.—This section has complete supervision of all the store's employees. It has charge of (1) employment; (2) training; and (3) welfare.

The specific duties of each department are shown in this way:

1. Employment takes care of:
 - a. Sources of supply.
 - b. Interviewing.
 - c. Hiring.
 - d. References.
 - e. Employees' bonds.
 - f. Employees' record cards.
 - g. Labor turnover reports.
 - h. Job analysis.
 - i. Transfers.
 - j. Promotions.
 - k. Salaries, commissions, bonuses.
 - l. Vacation lists.
 - m. Absentees and lates.
 - n. Discharges.
2. The Training Department supervises education in:
 - a. Store system.
 - b. Store organization.
 - c. Salesmanship.
 - d. Textiles.
 - e. Avoidance of system errors.
 - f. Business English.
 - g. Business mathematics.
 - h. Personal hygiene.
 - i. Special training of juniors.
3. The Welfare Department takes care of:
 - a. Employees' restrooms.
 - b. Hospital.
 - c. Lunch room.
 - d. Library.
 - e. Entertainments.
 - f. Mutual benefit association.

- g. Absentee follow-up.
- h. Store paper.
- i. Clinics: medical, dental, chiropodical.

Your Relation to Other Departments.—Though they may not come in actual contact with your work, you will, on considering these different divisions of the store, realize how intimately they are linked with your duties. Instead of considering yourself an isolated member of the store, you must realize that you are an important link in the chain of a large organization. On the careful performance of your duties and those of each individual salesperson in the organization, depends the smoothness with which all other divisions of the store operate. If you are interested only in your department, you have a mistaken sense of loyalty. You may have a personal interest in your own section, but you must realize that *you are working for the store as a whole*. Your aim must be to build up the store's business, as well as that of your own department.

This means that each department in the store must coöperate with every other department, and, more particularly, inter-relating sections must be linked. Almost every department in the store offers possibilities for co-operation with another. Examples are shoe and hosiery departments; furniture and upholstery departments; dress goods and trimmings; dress and millinery; suits and blouses; umbrellas and rubbers. These groupings illustrate the possibility of sending business from one section to the other.

An Iowa department store urges coöperation between the piece-goods section and the pattern department by asking:

How often, as customers examine materials displayed upon the counters, do we hear the remark: "How shall I make a dress, and how much goods would I need?"

Before deciding upon purchasing the material the customer must decide first what style of garment she wishes. Suggest that she seek the pattern department and study the latest style books. When she has decided upon the most becoming style and purchased her pattern she is ready to decide upon the material. In looking over the suggestions offered, or after talking it over with the pattern saleswoman a customer may change her plans entirely in regard to materials.

By keeping in touch with the piece-goods departments, pattern salespeople can often help in the selection of materials and trimmings. After purchasing the pattern, a customer naturally wishes to know how much material to purchase.

While selling, you can build up sales for other departments and make your own immediate sale easier by emphasizing this coöperation. "We have beautiful jade-green hats in our millinery department to go with this suit," you may assure your customer who is considering a suit trimmed with jade green. Or, "Our upholstery department will make up your chair cushions very reasonably, if you want to order your material here."

Such coöperation necessitates general knowledge on your part as to what other departments are doing and selling. While it is obviously impossible to be thoroughly acquainted with the stock of all departments, you should try to familiarize yourself with sections allied to your own.

Knowing the Location of Other Departments.—It has been previously stated that selling merchandise to customers is only one part of your job. The other equally important function is the rendering of service to customers. This necessitates a general knowledge of the other departments and an idea of the location of merchandise.

"Where is the upholstery department?" "Can you tell me where I can buy Georgette crêpe by the yard?" "On what floor is the rest room?" Such questions as these are constantly put to you by customers who are having difficulty in finding their way about the store. It is part of your job to direct customers correctly and to save them unnecessary steps in traveling around the store.

There are various ways in which you can learn about your store.

1. If it publishes a little directory of departments, look over it frequently and familiarize yourself with the most important sections. Keep this directory with you during business hours and look it over whenever you have time.
2. When you walk through the store look around you and try to remember the location of departments.
3. When a customer asks for directions, if you do not know them, consult your little directory, tell her, and *then remember the location of the department* for your own future use. It is easy to remember in this way, because in consulting the directory your eyes have been appealed to, and in telling your customer, your ears have heard the directions. As you talk, *think of the location of the department*, and you will not easily forget it.

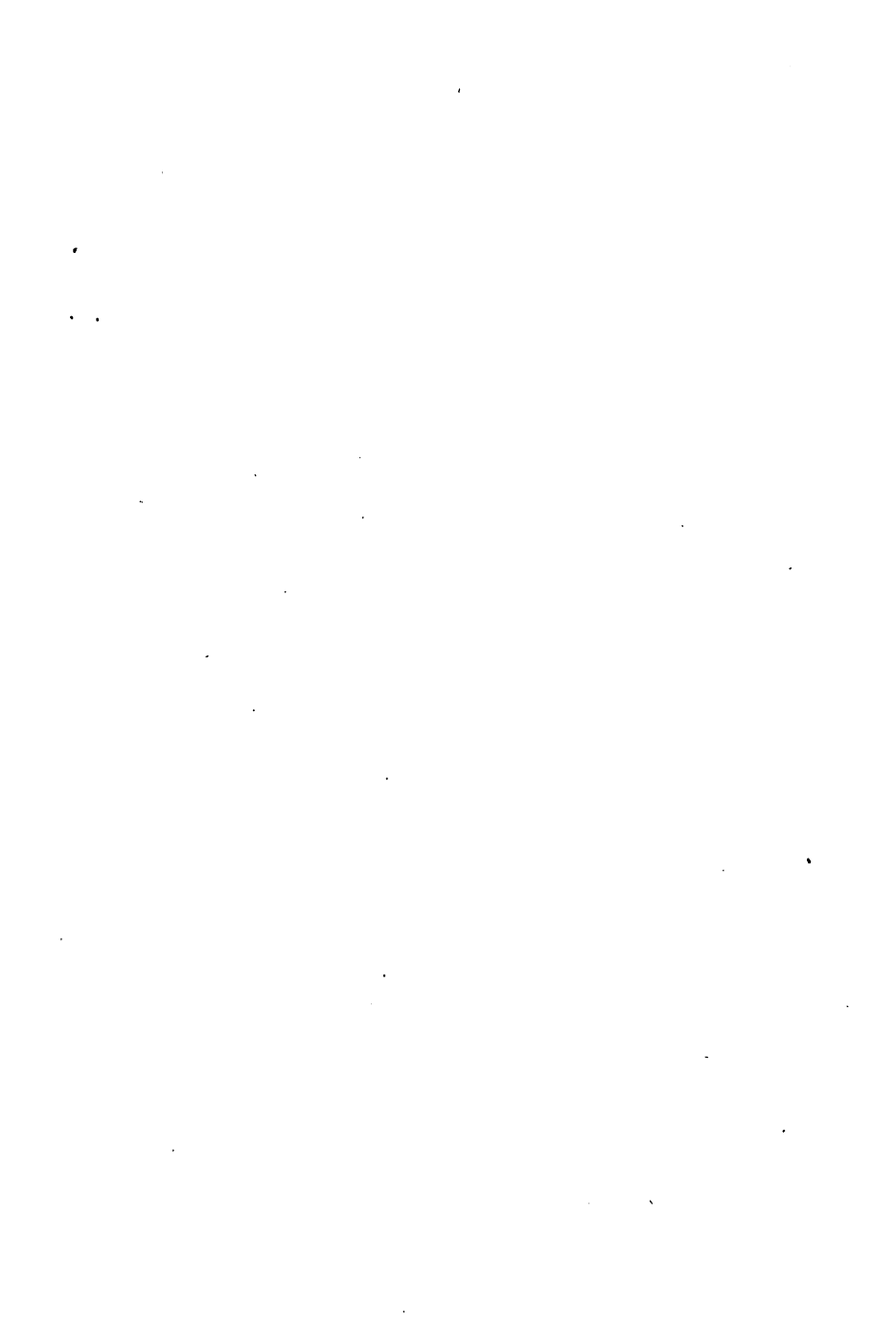
If you will only try to learn a little about your store every day, you will be surprised how much information you can gather in a week.

Essential Qualities in Directing Customers.—When you give directions to customers observe the following rules:

1. Be polite in your directing. Look at your customer when you talk, and give directions pleasantly, as if you were glad to help her. You can always

pause a moment in your work to assist her. It does not take long, and it is a courtesy that stamps you and your store favorably. Instead of mumbling, "Third floor," without glancing up, look at your customer, and say pleasantly: "The dress department is on the third floor, madam. The nearest elevator is over here," indicating the direction.

2. Be explicit in your directions. Find out definitely what your customer wants and direct her so that she cannot fail to find the place she seeks. Remember that customers do not always think in terms of "sections" or "aisles," and instead of giving a general direction, like "Three aisles over," give explicit information, indicating the direction with your hand. When you tell a customer that a section is "near the back of the store," show her which is the back, as she may be bewildered.
3. Observe correctness in directing customers. This may mean that you have to ask *her* a question before you can answer correctly. For instance, if a customer asks: "Where are the bags?" you must, in order to direct her correctly, ask: "Do you mean handbags or traveling bags, madam?" Then, you can give her the correct directions. Do not be too lazy to find out what a customer means in order to direct her correctly. You will find this extra trouble well rewarded.



PART II
THE MERCHANDISE

THE MERCHANDISE
PART II

CHAPTER IV

WHAT A SALESPERSON SHOULD KNOW ABOUT MERCHANDISE

Importance of Merchandise Knowledge.—You must know your merchandise before you can sell it. You may or may not possess personal qualifications for success—but if you know your goods and can describe them convincingly to your customer, you have won three-quarters of the possible making of a sale.

By knowing your merchandise, you deserve the name of “seller,” otherwise you are merely an “order taker.” Any person with the smallest amount of skill can make out a sales check, or, at the customer’s request, can take an article off a shelf. It takes brains, ability, and intelligence, however, to create a desire in a customer’s mind to own goods, and this, in short, is what we mean by good salesmanship.

Successful selling is facilitated chiefly by one valuable asset—*intelligent knowledge of merchandise*. You *must* know your goods in order to sell them. You must answer questions, meet objections, fill in pauses, create desire for possession, appeal to your customers’ needs and wants, in short, you must be able to convince them how, when, and why they need certain goods, and you can do this only if you know all about the goods and their possible uses.

What we mean by merchandise knowledge is illustrated in the following sales talk, which one might use in selling underwear. If a customer asked you for information

about a certain union suit and you did not know your goods, you might say: "It's the best quality we have. It's built strongly and will stand lots of wear."

On the other hand, if you *did* know your goods, you would explain at intervals during the sale: "The edges of the wings are turned back and hemmed, making the edges lie perfectly flat, and making it impossible to curl up and form an uncomfortable wad or roll. The side gores and gussets are placed in the legs at the crotch. The semi-raglan shoulder is elastic and permits freedom of motion without losing its shape. The double lock-stitch seams can't be pulled apart. The buttons won't come off. They're sewed with heavy silk thread with double-knotted ends. The buttonholes, too, are corded, stitched closely, and won't fray or rip."

This is an illustration of the difference between the imparting of *actual merchandise knowledge* and uttering weak, inconsequential sales talk.

Your knowledge of merchandise inspires the confidence and respect of customers. It removes doubt, and strengthens your sales talk. You cannot talk convincingly about your goods unless *you know all about them*, and you must know more than your customer.

How to Impart Merchandise Knowledge.—You need utmost tact in delivering merchandise information to your customers. Many persons, particularly "know-it-all" customers, object to being told anything, particularly by salespeople. In explaining, for example, why part-wool material will wear better than all-wool fabric, you will use a tone intimating: "You probably know all about this, but I'm just reminding you."

You will never use a surprised tone, that indicates: "Why, didn't you know this before?" Or a scornful

one, like: "Goodness, it's a wonder you don't know that."

The way you convey merchandise information is almost as vital as the knowledge you possess about it. You must be able to talk interestingly about your goods, not deliver a lecture on them, nor rattle off a string of technical facts, but know *how* and *when* to convey your knowledge.

"You're sure these gloves will wash well?" a customer examining a pair of suede-like fabric gloves may inquire. "Yes, indeed, madam. These are the best suede-finish fabric gloves that American manufacturers have ever turned out. Before the war, Germany was the only country that could make good fabric gloves with this suede-like finish, but they didn't wash so well. Since the war, American concerns have turned out gloves of such splendid quality that they're even better than the imported ones, and they retain their suede-finish after washing."

Thus, if you really know your goods, you can impart proper information at appropriate moments.

What to Know About Merchandise.—It is utterly impossible, of course, to consider here every article sold in a retail store, and to give rules as to what you should know about each. We can merely stress certain general features of merchandise, and illustrate concretely what you should know about them.

Ask yourself the following questions about any article you sell:

1. What are its uses?
2. What is this article made of?
3. How is it made?
4. What style or design is it?
5. Who made it?
6. What different kinds of the same article have we?

7. What interesting history or background is connected with the article?

8. How much does it cost and why is it priced that amount?

What to Know About Use of Goods.—In order to visualize goods in use for your customer you yourself must understand them.

"What's this for?" the customer inquires curiously, seeing you handle a gray, woolly, and yet metallic substance taken from a box.

"It's for scouring hard surfaces, like those of pots, pans, porcelain, knives and forks, madam. It's called Steel Wool, and it does away with scouring powders. You merely have to rub some of this over a surface, and it cleans it immediately. See!" (and you demonstrate the substance in use). Thus, by knowing your goods in use, you make a sale.

"I want something to put candy in," a customer requests. "Not a box, and not an open dish."

Immediately, because you know the *use of your merchandise*, you bring out a glass candy jar.

"Oh, is that the right thing to use?"

"Yes, madam, that's a candy jar. We sell them only for holding candy. You see, it keeps candy fresh, and keeps the dust out. It has a wide top, too, for getting the candy in and out and for cleaning."

So the sale is made.

You *must find out* all about uses of every article in your stock, otherwise you cannot sell intelligently.

What Goods Are Made of.—No matter what you are selling, whether woolen material by the yard or furniture, whether cooking pots or millinery, try to know the *names* of leading substances used in the manufacture of your goods, and know something about materials themselves.



Fig. 1. The Right Way to Put on Gloves



Fig. 2. The Wrong Way to Put on Gloves

INSERT THE FINGERS FIRST AND GRADUALLY FIT EACH ONE, INSERT THE THUMB LAST.

CONDITION CAUSED BY INSERTING THE THUMB WITH THE FINGERS AND PULLED ON AT WRIST

A customer whose gloves wear out too quickly because she does not treat them properly is just as much aggrieved at the store as the one who is given inferior merchandise.

The fingers must be worked on thoroughly, as in Figure 1, to prevent strain on the rest of the glove, before inserting thumb, which likewise must be worked on well before fastening gloves. It requires a little more time, but it will insure greater satisfaction.

If a glove is put on and the thumb inserted at the same time as the fingers, it will cause the kid to strain and invariably tear the glove, as shown by illustration in Figure 2. The tear may not show the first time putting on, but will eventually weaken the skin and ruin the gloves.

SHOW YOUR CUSTOMERS THE RIGHT WAY TO PUT ON GLOVES

(From a booklet prepared by the Boston Retail Trade Board.)

"What sort of material is this? Brocaded satin?"
The customer, buying corsets, fingers the flowered material.

"No, madam, it's mercerized cotton. It's far stronger than satin, and will wear longer. This satin appearance is simply in the finish of the goods.

If, for instance, you are selling cameras, be familiar, not only with the camera as a picture-taking device, but

know *every individual part*, such as shutter, lens, autographic attachment, exposure, speed, regulating parts, film roller. To a customer buying this article, you must make clear the points of superiority and give a technical explanation, if necessary. Often in buying a complex article like a camera, a customer will want an explanation of parts, even if she is not capable of understanding it.

Take, as another example, woolen fabrics. Familiarize yourself with materials used in the manufacture. The more you know the more convincingly you can answer questions and overcome customers' objections.

Just read over these questions and answers on wool as prepared by George B. Darling for the C. F. Hovey Company, Boston, and note in a general way the type of information you should have about goods you sell. Of course, you do not have to memorize facts like these, but you should understand them, simply in order to explain them intelligently to your customers:

WHAT DO YOU KNOW ABOUT WOOL?

- Q. 1. What are the two great attributes of wool?
 A. (a) The felting property, and (b) the property of being a low-power conductor of heat.
- Q. 2. Why does wool shrink more than other fibers?
 A. Because of its peculiar physical and chemical constructions. The surface of wool is covered with scales, loose from the core of the fiber for two-thirds of their length, very roughly resembling scales on a pine cone. The chemical composition is such that the fiber is peculiarly susceptible to the effects of moisture and of heat and cold. Contact with these causes marked contraction and expansion, of the fiber length. In this action, and because of the scales, the fibers literally crawl up on each other, which is the greatest cause of what is known as shrinking. The felting property is practically the same thing.

Q. 3. To what degree and by what processes can this shrinkage be overcome?

A. The action of some chemicals, notably chlorine compounds, has a tendency to cause the wool scales to adhere closer to the fiber core, thus reducing to a large degree the crawling or felting action. There are, in our experience, no absolutely "non-shrinkable" cloths, but there are a number of treated fabrics where this action has been reduced to a minimum. The omission of soaking, mangling, and severe wringing is always an item in reducing the shrinkage, as is also the avoidance of very hot water, for the reason already indicated.

Q. 4. Why is wool warmer than other fibers?

A. For these reasons, first, because of its chemical composition, wool is a low conductor of heat, retaining therefore the body warmth. Secondly, because of the felting property which permits a much closer fabric face desirable for many outer garments. Thirdly, because the use in manufacturing processes of the natural curl peculiar to wool creates air-chamber surfaces conducive to the warmth of the person or thing contained.

Q. 5. Is it true that "shoddy" is always inferior?

A. No. Unfortunately, the term "shoddy" has been allowed to include many grades of re-worked new wool, tailors' worsted cuttings, for instance—which make cloths intrinsically superior to some grades of fabrics made from certain "raw" or "virgin" wools.

Q. 6. What are the two great divisions of the wool-weaving industry?

A. What are the instinctive attributes of their products? (1) Woolens proper and worsted. (2) The difference is one of mechanical construction. In the former, all processes tend to produce rough, fuzzy fabric. In the latter, all processes tend to produce smooth yarn and fabrics, all fibers being manipulated with the end of making them parallel.

Q. 7. Why is "lamb's wool" superior for some purpose to other wools?

A. The wool from lambs being an immature fiber is

softer, finer, silkier than the fiber from sheep. It is more desirable where these properties are more nearly essential.

Q. 8. What is the distinction between wool and hair, and how is the difference sometimes made use of?

A. (a) Hair is almost always straighter than wool without the natural curl or kink. Although other fibers have the scales, those of hair are not loose; they adhere firmly for their entire length to the fiber core. This fact accounts for the absence of the felting property in the fiber hair. (b) In combining the two fibers, the one felting, the other non-felting, (as in mohair or wool), the finishing processes develop buckling or kinking effects desirable in certain novelty rough cloths.

Q. 9. What is meant by the term "Milled," "Double-Milled," and "Triple-Milled" fabrics, and what advantages ensue from the process?

A. (a) The term is a trade expression for fulling, a finishing process in the matter of cloths. The mechanism is known as a "fulling-mill," hence the expression "double-milled" is to be fulling twice, and so on.

(b) The purpose of fulling is to felt cloth surface and bodies to produce firmness, thickness, and closeness. The more thorough the operation the more marked the result.

Q. 10. What is the relation between "Blood" (which is a grading raw wool) yarn and fabric?

A. The term "blood" designated as " $\frac{1}{4}$," " $\frac{1}{2}$," "full," etc., is a relation to a commercially-standardized grade of fineness and quality. The nearer to the grade "full blood," the higher the quality of the raw wool in its class. Mechanics properly treated are related correctly to raw material. Under these conditions, the higher the fiber grade the better the yarn, the better the fabric.

Q. 11. When is quality, beyond a certain degree, correctly minimized?

A. When the quality is of sufficiently high standard any way, to meet the requirements of the given proposition—dress, display, etc.—then its surplus quality

may be minimized safely and correctly in favor of style, color, or other desirable attributes; *e.g.*, there are many occasions when the proper harmonizing color of a fabric of good quality, though inferior in grade to another, makes it more desirable.

Q. 12. What is the process called "Cravenetting"?

A. A finishing process for producing so-called "water-proof" conditions. Commonly an immersion in a bath of metallic solution combined with other chemicals which results in covering the cloth and fiber surfaces with a coating which sheds water.

How Goods Are Made?—In order to sell confidently, you must know in a general way *how your merchandise is made*.

"Why are full-fashioned hose more expensive than seamless ones?" a customer will inquire curiously.

If you can answer readily you will probably make a sale. "You see, full-fashioned hosiery is woven according to human form, so that the ankle and toes are carefully shaped to fit the foot. They are woven flat, and then finally sewn together with a seam at the back. This makes them carefully fashioned or shaped, so that they fit the foot and limb. Seamless hosiery, on the other hand, is made in one piece, like a round tube, and then pressed to resemble human form. When washed, it usually loses its shape. There is a difference in the manufacture, you see; that's why full-fashioned hose cost more than the seamless."

"I see now. I always wondered about the difference. You can give me three pairs of those full-fashioned lisle."

In selling textiles, as another example, you must possess thorough knowledge of the manufacture of those goods. The house organ of the C. F. Hovey Company, Boston, published, not long ago, questions and answers

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regarding cotton fabrics, also prepared by George B. Darling, that should help you.

WHAT DO YOU KNOW ABOUT COTTON?

- Q.** 1. Just wherein lies the real superiority of cotton over other fabrics?
- A.** In its adaptability, plus its comparative cheapness. It is inferior to wool in warmth, to silk in lustre, to linen in strength, to jute in low cost, but it is superior to all of them in that it can serve every purpose and still be possible in price.
- Q.** 2. Of what does the superiority of "Sea Island" cotton consist?
- A.** In the superior length and fineness of its staple (a single fiber), making it peculiarly suitable for the production of the finest yarns with consequent fine cloths. A fair average length is given as $1\frac{3}{4}$ inches, diameter 1-1560 inch.
- Q.** 3. What is Egyptian cotton, and why is it extensively used in advertising?
- A.** (a) True Egyptian cotton is a recognized market quality, being just what the name indicates, the product of Egypt. This national class is again subdivided into smaller classifications, such as Sakelarides, etc. (b) The class, as a whole, possesses certain characteristics of color, length, and regularity which make it particularly suitable for the manufacture of uniformly reliable high-class yarns. This fact is generally known, hence the advertising value.
- Q.** 4. How is it possible that yarns of the same size and general appearance may still differ in quality? What practical effect should this knowledge have?
- A.** Yarns derive their worth from, (a) fiber quality; (b) manufacturing care. A yarn of a given number can be built from an inferior fiber. One such method is known as "spinning up," i.e., making a finer yarn from staple than the length of the staple will properly allow. The "spun-up" yarn in superficial appearance will "get by" with the better grade. In the real qualities of dependability, etc., it will be inferior. This

knowledge should tend to put a premium on known worth and mill-reputation for honesty. Honest manufacture is worth, and should command, always a fair price.

Q. 5. What is the meaning of "pick" and "slay" and for what purpose are these terms used?

A. (a) Cotton fabrics are generally technically examined by the square inch. Fillings appearing in such a square (or larger piece) are known as the "pick;" warps as the "slay."

(b) By counting and giving the count of "pick" and "slay" certain basic constructions are determined and values assigned. Cottons are often sold on this figure.

Q. 6. What is "mercerization" and how does it affect cotton yarn?

A. Mercerization is a finishing process for cotton yarn (and sometimes cloth) directly affecting the fiber, which it causes to swell and straighten, adding much to luster and something to strength.

Q. 7. What is the meaning of the phrase "torn sizes" in sheets and pillow cases, and wherein lies the advantage?

A. The phrase refers to the "over-all" sizes of the article, before hems are turned, and goods torn (not cut) will subsequently wash straight if properly laundered.

Q. 8. What is meant by "bleeding" in cotton-dyed goods?

A. "Bleeding" is a shedding of surplus color in fabrics "mechanically" dyed and will eventually stop, or it is the gradual quantity washing out of color pigment in fabrics where dyes are not "fast."

Q. 9. Give two practical selling examples of the advantages of some elementary knowledge of textile mechanics in the cotton business.

A. (a) Such knowledge would permit you to point out the real superiority (and explain it) of color combination made from woven over printed effects.

(b) It would permit you to explain the greater cost of say, marquisette over scrim, and its superior worth.

Q. 10. Briefly, what are the respective advantages and disadvantages of full-fashioned or "seamless-knit" hosiery or underwear?

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A. (a) The advantage of the first lies in its better fit and its longer retention of shape and style.

(b) The advantage of the latter is in its lower price only. To a degree the "shaping" in "seamless" goods is more or less of a bluff, although the sales argument dwelt on is, of course, the absence of the seam, in addition to the price.

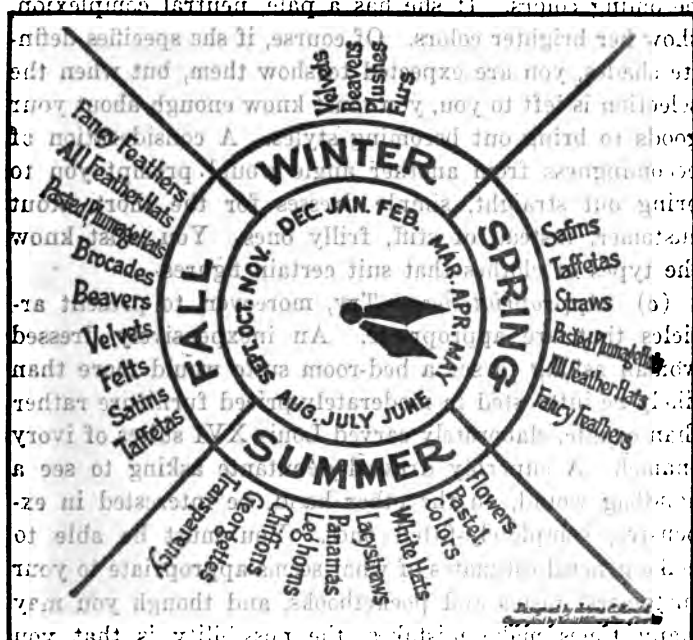
Q. 11. Are unbleached goods stronger than bleached goods? Why?

A. The answer is capable of modification. Theoretically, unbleached goods should be no stronger than bleached. Actually, they often are. Modern bleaching is a chemical process. Chemical contracts, as a rule, detract from strength. It is well, however, to note, "as a rule." The modern textile chemist knows how to bleach without a loss of strength to the fabric, or such a slight loss that it is negligible. He is subjected to many temptations to "speed up" and to many accidents in bleaching contact. It is this temptation and this possible accident, together with possible insufficient knowledge that makes us answer, cautiously, unbleached goods are often stronger.

Unless you know *how your goods are made*, and something about their cost of production, you may find it difficult to justify prices. Customers want to know *why* such and such article is expensive, and an answer, "because it's ticketed that way," will not satisfy them. Shoppers today want *intelligent explanations* and you must be prepared to give them.

The department-store salesperson and the buyer of today must know merchandise and values in order to buy profitably from manufacturers to sell at a just price, which will, nevertheless, leave a reasonable profit. If you know your merchandise, you are in direct line for promotion to the position of buyer or assistant buyer. The modern department store wants executives who *know their business*.

Familiarity with Styles and Form.—There are many phases of style and form that a saleswoman must know



IF YOU ARE IN THE MILLINERY SECTION, OR ANY DEPARTMENT HANDLING WOMEN'S APPAREL, YOU WILL FIND THIS CHART HELPFUL. IT SHOWS THE TYPE OF MILLINERY WORN DURING EACH MONTH AND SEASON OF THE YEAR.

about her merchandise. She must know them from various angles, such as:

(a) **Suitability.**—This means that a customer who asks to see a "sport suit" will be shown one appropriate, simple, plain in cut and design. Thus, for sport purposes, you will not bring out an elaborately embroidered or beaded suit, but one of Jersey or tweed.

(b) **Becomingness.**—Bring out goods that you know

will look well on your customer. If the latter has red hair, you may show her garments of brown, or of similarly becoming colors. If she has a pale, neutral complexion, show her brighter colors. Of course, if she specifies definite shades, you are expected to show them, but when the selection is left to you, you must know enough about your goods to bring out becoming styles. A consideration of becomingness from another angle would prompt you to bring out straight, simple dresses for the short, stout customer, instead of stiff, frilly ones. You must know the types of clothes that suit certain figures.

(c) *Appropriateness*.—Try, moreover, to present articles that are appropriate. An inexpensively dressed woman asking to see a bed-room suite would more than likely be interested in moderately-priced furniture rather than ornate, elaborately carved Louis XVI suites of ivory enamel. A superbly dressed débutante asking to see a handbag would, on the other hand, be interested in expensive, completely-fitted ones. You must be able to make general estimates of what seems appropriate to your customers' tastes and pocketbooks, and though you may many times make mistakes, the possibility is that you will more frequently be correct in your judgment.

In selling articles for house decoration or other purposes, know them from the basis of *appropriateness* for use. For instance, you will not suggest heavy brown velvet curtains for a boudoir, nor a Colonial rag rug for a billiard-room.

You must, moreover, know goods as seasonal commodities, as for instance, that fiber rugs are more desirable as summer floor covering than winter ones. Familiarize yourself with suitability of goods for *occasions*, realizing that dainty crêpe-paper table decorations would not be

appropriate for use at a stag dinner or masculine favors suitable for a child's party.

Knowledge of Different Styles and Designs.—An interesting example of the necessity of your knowing all about your goods in different styles and finishes is illustrated by the following incident, that occurred in an Iowa department store.

"Why," asked a customer, "is there a difference in price between these two frocks; they are fashioned of the same combination of materials, on much the same style?"

It was true. While one was priced at \$125, the other was only \$65, and yet they were both of figured Georgette over dark satin.

"Yes," said the salesperson. "It does seem quite a difference in price, but really, any one who is clever enough to conceive this simple, but very effective, touch of dull bead trimming with this drape commands quite a price, and people demand gowns of this designer. Then, too, if you will look at this slip carefully, you can tell that it is made of the very best satin, and all the trimmings and finishings are correct."

There may have been more to the reason, but whether or not the saleswoman knew it, and realized how correct she was in her reason, she gave the impression of knowing her business and her merchandise. There was nothing bragging or superior about her explanation; it was merely her opinion of the matter, based upon constant study of her work and her stock.

The same opportunities exist in every department. There should be the same ready answer for the difference in price between one glove and another, or for the superiority of full-fashioned hose over seamless, and for the advantage of one material being part cotton, instead of all silk. The person who knows her merchandise and keeps on learning will increase her sales because she is convincing.

History or Background of Goods.—Customers are always interested in historical backgrounds in connection with merchandise. If you can relate some curious fact when you sell, you will always have immediate attention. Customers usually remember bits of information and pass them along to their friends as part of their own knowledge.

If you will take the trouble to gather a few facts, historical or otherwise, about your merchandise, you will soon gain the reputation for superior knowledge. Almost every article has something interesting connected with it, from an Oriental rug to the simplest household device. The iceless refrigerator, for instance, is worked out on the same principle as the jugs used to keep water cool in ancient Egypt. Or, take rugs:

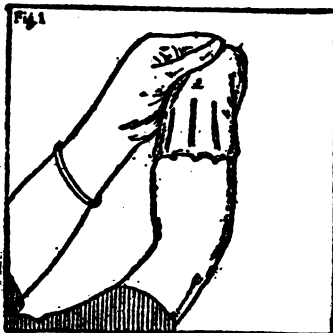
"Have you an Oriental rug with green as the prevailing color?" a customer inquires, after the salesman has been showing her various rugs.

"No, madam; I'll tell you why. You see, to the Mohammedan, green stands for immortality, and is regarded as a sacred color. For this particular reason green has not been used by the orthodox Mohammedan in weaving, until within the last decade or so. This explains why Oriental rugs with green, excepting an occasional small 'prayer rug,' are very scarce."

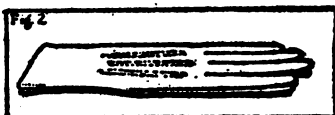
"How curious! Do other colors mean things, too?"

"Oh, yes; red is the Mohammedan color for joy, while with the Chinese it stands for truth, virtue, and sincerity. Red is always the predominating color for festivities, including the marriage ceremony. In Persia, blue symbolizes the air. Among the Mongols it is the emblem of authority, or power, and throughout the entire Orient it is used to counteract evil influences."

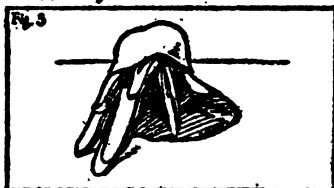
By being able to talk intelligently in this way a sales-



The Right Way to Remove Gloves



The Right Way to Leave Gloves



The Wrong Way to Leave Gloves

**GLOVES SHOULD BE TURNED BACK
ABOUT HALF WAY**

**THE RIGHT AND THE WRONG WAY
TO LEAVE GLOVES**

The reason that gloves should be removed, as in Figure 1, is to relieve the strain on the fingers of the gloves, which cling to the hand after wearing. If they are not properly removed, strains and tears are bound to appear.

After gloves are removed from the hands, blow into them; pull gently lengthwise and lay flat, as in Figure 2.

Frequently people allow the gloves to remain rolled, as in Figure 3, which causes the skin to crack and pull away from the seams. This is caused by the moisture which remains in the gloves after they have been taken from the hands and not allowed to dry thoroughly.

FABRIC AND SILK GLOVES

Fabric and Silk Gloves like kid should be carefully handled. Drop stitches are caused by gloves being too small or threads being caught on ring points or sharp objects. These gloves should be washed in cold water, using pure soap.

WASHABLE GLOVES

Beneficial results will be obtained by following these directions:

1. Fit the gloves on the hands.
2. Wash well, using pure soap.
3. Rinse in clean water to remove the soap suds.
4. Squeeze out all possible water with towel.
5. Remove gloves from hands. Do not wring or twist.
6. Puff fingers by blowing in them.
7. Lay on towel to dry. Never dry exposed to sun.

GLOVE DON'TS

Don't lay gloves on the radiator.
Don't put on gloves hurriedly.
Don't expect a delicate kid glove to stand rough usage.
Don't pull long gloves onto the arm until the hand is well fitted.
Don't forget "The Wear Depends Upon the Care."

TEACH YOUR CUSTOMERS HOW TO MAKE THEIR GLOVES LAST LONGER
(From a booklet prepared by the Boston Retail Trade Board.)

man not only secures immediate response from his customer but he increases her confidence in him at the same time.

There is hardly any article sold in a department store that is without an interesting background. Brooms, for instance, may seem like commonplace articles, yet a salesperson who knows all about the history of brooms and how they are manufactured; about different kinds of straw; and why one is more expensive than the other, is able to sell her product in a way that will be attractive and successful.

If you are selling textiles, you should know that the word "calico" is really a corruption of Calcutta, India, where the goods were first extensively manufactured. Dimity gets its name from Damietta, Egypt; Cambric from Cambrai, a town in France. Alpaca is named after the animal that produces the wool used in its manufacture. Velvet comes from the Latin word *villus*, meaning shaggy hair. Plush comes from the Latin *pilus*, a hair. Chintz comes from the Hindustani language, meaning stained. The word "mohair" is a corruption of Moor hair, it being made of the hair of the Angora goat, which animal was introduced by the Moors into Spain. Broadcloth owes its name to its width; cotton comes from the Arabic word *quiun*. Silk is from the Latin word *sericum*, meaning Seric stuff, the Series being famed for soft, silken fabrics they manufactured, and satin comes from the Italian word *seta*, meaning fine lustre.

There is no article in a store without its fascinating background, and if you can talk freely about your merchandise your success and advancement is almost certain.

When to Present Facts.—You must know, of course, *when* to talk informatively of your merchandise. It is futile, for instance, to bore a customer with a lot of

historical facts if they are not necessary, or if she is not interested. In selling bathing suits, for instance, you would not give your customer a lecture on woolen materials, unless, perhaps, some question came up about wearing qualities, that made it suitable to relate facts.

Remember that customers are concerned *only in their needs*, and that they want to know merchandise facts *only in so far as they relate to these needs*. There is no use telling a customer why full-fashioned hose are better than seamless ones unless you give this information to convince her *why and how she will save or get better service* by buying the full-fashioned hosiery.

Merchandise knowledge is not to be delivered without occasion. It is enough for you to know your goods and to be able to present facts when necessary. To flaunt a lot of historical or technical facts before a customer without occasion is not only boresome but may mean your sale lost.

If you know *when* and *how* to use your merchandise knowledge in selling, you have an advantage to help you win more sales. Also, you have a smooth path toward promotion.

CHAPTER V

WHERE MERCHANDISE KNOWLEDGE CAN BE OBTAINED

Study of the Merchandise.—Did you ever stop to consider that one of the best methods of getting merchandise information is to study your merchandise itself? As each new article in your stock arrives, examine it carefully. What are its attractive points? What will interest customers? How is it made? Is it strong and practical, or is it delicate and impractical? Is it breakable? Is it washable?

Unless you have thoroughly studied your merchandise in this way you will find yourself confronted with questions you are unable to answer. You must know the attractive points of your goods in order to lay them before customers, otherwise, you will lose many profitable sales.

Study your goods with the eyes of a possible customer. Imagine yourself before a counter, purchasing goods. What questions would you ask? What would you want to know? By putting yourself in your customer's place, you will think of many valuable pointers about your merchandise that otherwise might not occur to you.

Read all printed directions, explanations on tags, descriptive booklets, and other advertising matter that accompany your merchandise. If, for example, you know the directions for washing a woollen sweater that accompany that article, you can mention these directions as part of your sales talk.

You will find it helpful, too, to listen to your colleagues

as they sell goods to customers. Hear the points *they* stress and the questions asked by their customers.

Information from Your Buyer.—A good way for a salesperson to get practical, first-hand information about merchandise is to consult the buyer. As a rule the buyer is well informed about her line. She has risen from the ranks, as it were, to her present position, and in her years of experience she has probably accumulated a mass of interesting merchandising knowledge that will prove tremendously valuable to you.

Moreover, your buyer generally goes directly to the source of the goods in buying and secures from manufacturers much information that will be helpful to you.

You should never hesitate to ask questions of your buyer. By doing this you not only give evidence of ambition and interest to one higher in authority, but you have a sure and quick way of getting practical facts.

Many stores have regular departmental meetings, at which buyers gather the sales force around them and discuss affairs of the department. At these meetings, it is often possible for sales people to ask questions. Information given at such times will not only benefit all salespeople in the department, but will often start many interesting discussions.

One boys' clothing concern of New York, in its *Merchandising Service*, suggests that at regular gatherings of buyers and clerks, individuals in the group ask each other questions. Suggested questions to start discussions are given:

1. Tell off-hand, where the Eton collars are kept, sweaters, woolen union suits, separate corduroy trousers, etc.
2. About what quantities of leading lines are in forward stock?
3. About what quantities of these lines are in reserve stock?

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4. What goods have we on order; when are they expected in?
5. What lines are we planning to discontinue?
6. What lines are represented by our stock of boys' clothing? Collars? Shirts?
7. What sizes, grades, or colors do we have in stock? In leading articles?
8. How long has each line been in stock?
9. Name the leading selling points of the Wearpledge line; various other advertised or featured lines.
10. Why should customers buy this particular merchandise instead of some others?
11. What is our boys' clothing made of? Name different materials and fabrics.
12. Who made it?

If you will apply such questions generally to your stock you will be amazed to find how much or how little you actually know about the goods you are selling.

Often a buyer is able, in a few words, to bring out some important talking point about goods that you might possibly fail to discover for yourself. Moreover, a buyer is generally well acquainted with the department's class of trade and is aware of the features in the merchandise which appeal to that trade.

There are frequently other persons in a retail store who are able to give clear merchandise information. Merchandise managers, floor men, officers of the company, store executives, have, as a rule, had years of training in merchandise fields, and, if an occasion arises wherein you think that they can be of assistance, do not hesitate to ask questions.

Learning from Customers.—If you will only take the trouble, you can learn many practical merchandising facts from your customers. Remember that they are constantly using the goods and that the results of their experience

will prove helpful to other customers who get the benefit through you.

Moreover, if you are fortunate enough to serve an exceedingly intelligent person, who has read or travelled widely, he or she can often, in a few minutes, give you information that has taken years of study to accumulate.

You should consider yourself fortunate in being in contact with cultured customers, for they are not only easy to serve, knowing exactly what they want, but they sometimes pass along valuable and interesting information about your merchandise.

Writing to Manufacturers.—To get helpful, accurate knowledge about your goods you can do no better than to write to the various manufacturers who actually make them. Unless this is against the policy of your store, you should, when necessary, go to this final source of information. Most manufacturers are *more than pleased* to receive inquiries from retail salespeople, and to render them every possible assistance.

The more progressive manufacturers to-day have voluminous literature and advertising matter about their goods, and they are always glad to send it to retail salespeople. All literature and advertising helps are designed to assist retailers and salespeople to sell more goods.

The leading manufacturers in this country to-day publish magazines (they are usually called "house organs") which they mail free to retail salespeople. Many concerns will send these house organs direct to the homes of clerks.

You should, if you are selling nationally advertised goods, write manufacturers for all available information, and you will find your interest well rewarded by friendly helpfulness.

Many live manufacturers conduct contests of selling

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ideas or displays, and if you are interested in your merchandise, you can often compete in these contests with profitable success.

Talking with Manufacturers' Salesmen.—When possible, you should talk with manufacturers' salesmen about merchandise. These men, as a rule, have sold the goods to the buyer, and they not only know what is carried in stock, but are able to present forceful selling arguments which will enable you to know your merchandise clearly and well.

These men, moreover, are accustomed to selling the same merchandise, though on a larger scale, and they know its talking points.

Familiarity with Advertisements.—You should read advertisements of your line in leading magazines and local newspapers. Progressive manufacturers spend millions of dollars a year in advertising their products in the popular magazines, and they therefore push their wares to best advantage in their advertising space. Selling points are brought out with words and pictures, so that you can learn about goods simply by reading advertisements of them in the popular magazines. This applies also to newspaper advertisements, whether they are those of manufacturers or of other retail stores.

You must, of course, *read your own store's advertisements*, because you are a representative of the store, and because you must be prepared to answer questions about the goods advertised.

"Where is that 36-inch taffeta that's on sale to-day?" a customer who has taken a special trip down-town for this sale will ask.

"Taffeta? Didn't know we had any on sale to-day," the clerk may answer. "Maybe the floor-man can tell you, madam."

But the customer turns on her heel and walks out of the store. "It can't be much of a sale," she thinks, "if the clerks don't even know about it."

On the other hand, if that clerk had been familiar with her store's advertisements, and could have answered: "The taffeta is on sale at the last aisle over toward the rear of the store," a sale would probably have been made to this customer.

Read your store's advertisements, even if it means buying two newspapers in the evening. Some stores post their previous evening's advertisements near the elevators so that customers can read them, and if you do not see the newspapers, read these bulletins. Other stores pass around proofs of each day's advertisements, and you are obliged to sign your initials on a slip to acknowledge the fact that you have read them.

Acquaintance with Other Stores.—You must, moreover, be acquainted with stores in competition with your own. This will aid you in selling and in identifying yourself as a well-informed person. By knowing merchandise of other stores, you can appreciate more fully the standing of your own goods.

Reading Trade Papers.—One of the most profitable, instructive methods of acquiring merchandise knowledge is through publications called "trade papers," dealing with your line.

Almost every article sold in a retail store is covered by some published trade magazine, and if you do not know what it is, either ask your buyer, a manufacturer's salesman, or a librarian.

Read these trade papers carefully, not only the columns of reading matter, but the advertisements. You can learn much from a regular perusal of these journals, for they give clear, up-to-date merchandising information about

your line, and they cover the latest thoughts and developments in that particular field.

The advertisements in trade papers are instructive, too, for from them you can learn what new merchandise is being introduced, and you can compare it with similar goods in stock.

Reading trade papers regularly enables you to keep yourself up to date and well informed about your goods. You can look them over during hours that you are not busy, and you will find this time well rewarded.

Department-store buyers, as a rule, subscribe to the leading trade papers in their lines, so you can often borrow them from this source. Or, they are to be found sometimes in the store library, or in public libraries, and, of course, they can be subscribed to when desired.

Consulting Books and Magazines.—If you want to get accurate knowledge about your merchandise, look up books on the subject. While it is not always possible to get a complete volume dealing with every article, you can often find absorbingly interesting references in books on kindred topics.

These books can be found at any public library. If you do not know how to look up your subject, seek the assistance of the librarian. Tell her what you are interested in and ask her to give you books on the subject.

Read the fashion magazines carefully, particularly if you are selling articles of apparel. There is no more accurate means of becoming well informed in current and advance fashions than by studying these magazines, especially *de luxe* publications with attractive fashion sketches. Also read the fashion pages of newspapers. In order to hold confidence and respect you must be as well posted about your goods as your customers.

CHAPTER VI

ARRANGEMENT AND DISPLAY OF STOCK

Essential Features of Stock.—There are four essential features that your stock must possess:

1. It must be complete.
2. It must be well preserved.
3. It must be well arranged.
4. It must be well displayed.

Each of these features demands constant attention on your part. Careful stock-keeping makes your sales work easier, and, of course, reflects the character of your store.

Completeness of Stock Essential.—It is your duty as a salesperson to watch your stock carefully. You must know how much of each article is on hand in order that you can

1. Report "wants" or low stocks to the buyer.
2. Keep forward stocks complete.
3. Make special effort in selling full stocks.
4. Handle special orders for goods out of stock.

It is particularly important that you watch your stock on hand to see that your forward stock is complete, and if it is running low, that merchandise is brought in from reserve.

You are constantly dealing with your stock, and you, as salesperson, are responsible for it. If every individual in your department does her share in taking care of it, the task will be lightened and will become a general responsibility for which each assumes a proper share.

Reasons for Care in Stock-Keeping.—It may seem superfluous to enumerate here reasons why you must take care of your merchandise, yet the following explanations will recall them to your mind.

1. Merchandise has cost your store money. It does not want to lose money by having to sell soiled stocks at reduced prices. Moreover, unless it can sell merchandise regularly, "turning it over" quickly, to use the technical phrase, it loses money. Your goods, therefore, must be in first-class condition to warrant quick selling, and it is your duty to see that your stock is carefully preserved.

Stock-keeping is as important a part of your job as selling. Unless you have the proper merchandise to sell, your services are of small avail. You must take extremely good care of your goods, to make your services profitable. Remember, that loss to your store through poorly kept stock means your eventual loss, because your advancement then must necessarily be slow.

2. Unless you keep your merchandise carefully, you cannot expect your customers to value or desire it. No person wants to buy goods that are soiled, wrinkled, or spoiled through careless handling. In order to impress customers with the attractiveness of your merchandise, you must handle it carefully. You must show this in the way you bring it out, display it, and lay it away.

3. Daily care of stock allows you more time free for actual sales work. If you do a little every day, dust counters, cases, and stock, fasten price tags and tickets, arrange merchandise, sew or mend injuries, you can accomplish in these few moments of daily care most of your stock work. It is far better, therefore, to devote a short time every day, and to have the rest of your day free to wait on customers, than to rush and hurry distractedly during the day in order to find time for small stock duties.

Neatness During the Sale.—Aside from taking care of stock regularly, you must be neat in handling goods during and after a sales transaction. This means that you must lay away merchandise after every sale, or during the sale, if you have the opportunity. Do not allow it to lie about carelessly or to be strewn over the counter. Untidy stock annoys many customers. They like to sit down before a fresh, clear space at which to examine merchandise.

One Baltimore department store in a bulletin to salespeople entitled "Good Storekeeping Means Good Housekeeping" makes some interesting remarks about neatness:

There is a place provided for practically everything which, if allowed to lie around, will mar the tidiness of the store. There are receptacles for waste paper, broken boxes, ribbon paper, spoiled merchandise, and wrappings of various kinds; also for empty salary envelopes. All that is needed is for us to recognize that these receptacles are here for a purpose and then to use them for that purpose—not once in a while, but **HABITUALLY**.

The habit of tidiness is easy to acquire—try it and see.

We should all help to keep the store neat because:

A tidy store makes a good impression on customers;

Clean merchandise retains its selling value, while soiled merchandise loses it rapidly;

A dirty store is an unhealthy store.

Reflect a moment on this last "because."

We spend, all of us, a good part of our waking hours in the store. Is it not distinctly our business to see to it that such of us, and all of us, cooperate to make our surroundings as healthful as possible?

When to Take Care of Stock.—We have mentioned the fact that only a few minutes' time a day is necessary for the care of stock. The best time to do this is in the early morning, between the hours of nine and ten, before the

shopping day commences. You not only feel fresh in the morning, but you are uninterrupted in your work of stock care.

At the end of the day you must be careful to see that all stock is put away. *Never leave merchandise out over night.*

Stock Arrangement.—In considering the arrangement of your stock you must regard these rules:

1. It must be accessible.
2. It must be neat.

By accessibility, we mean that your stock must be so efficiently arranged that you can show it during a sale with a minimum of time and effort. It is simply a matter of common sense to put on the most convenient shelf or in the most convenient drawer merchandise for which you have the most demand, and which you bring out most frequently during the day. On the other hand, put on upper shelves goods for which calls from customers are not so frequent.

This is the same sensible efficiency you would display in arranging kitchen utensils so that they can be conveniently reached when you need them. Be practical in arranging your stock, so that you can get at it easily without keeping customers waiting.

Moreover, *know the arrangement of your stock.* Know where every article is placed and where to find it. If you are new in a department, this may take you a little time, but *learn the location of stock as quickly as possible.* Nothing makes a customer lose confidence in you more quickly than to hear you questioning your fellow-salespeople about the location of every article. When you are not busy, take time to familiarize yourself with the contents of various shelves, drawers, boxes, and racks, so

that you will know where to find goods as customers request them.

Should you have occasion to rearrange your stock, put it in its obvious divisions. Put articles of each different kind or type of goods together, whether you classify by color, style, quality, price, or size. If possible, label your stock so that others can find it easily. At all events, put it where you can bring it out without loss of time and effort. If it is not now arranged in this way, rearrange it by yourself or in coöperation with your fellow salespeople.

Have all the accessories to your sale conveniently at hand. Articles like glove-stretchers, tape measures, scissors, pins, wrapping bags, and all the other adjuncts of selling should be so placed that you do not have to reach far or take time to get them.

Be systematic in your stock-keeping and you will find your selling easier.

Neatness in Stock Arrangement.—A vital requisite for stock care is neatness. To revert to our hostess idea, you must regard the store as your home, and keep every article behind or on your counter as neatly as you would your home furnishings.

Remember: the majority of customers in department stores or specialty shops are women, and a large proportion of them are housewives. It annoys their housekeeping sense to see untidy or dusty stock. You can keep your goods neat by following these suggestions:

1. Keep your stock free from dust. Go over it regularly every morning to remove all traces of dust and dirt gathered during the night. Freshen it up to make it look attractive.

2. Put on covers of boxes, straighten corners, if broken, mend them, or get new covers.

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3. Keep your goods piled straight and even. It annoys the most even-tempered person to see stocks of merchandise toppling over or piled unevenly.

4. Keep your counters or show-case drawers closed. Most people are annoyed by drawers standing half-open or merchandise sticking out. This is aside from the consideration of possible damage to goods resulting from allowing dust to settle on them.

5. Lay or unfold goods in boxes neatly to avoid wrinkling or mussiness.

6. Hang garments on wooden hangers evenly, so as to prevent sagging, stretching, ripping, etc. Some garments should be hung from the waistlines instead of from the shoulders. This applies particularly to evening frocks of thin, perishable fabrics.

Opportunities in Window-Display Field.—In discussing the display of merchandise, we refer chiefly to stock which you display on counters or in or upon show cases. These are the two chief places in which you have occasion to make displays of your goods.

There is, however, another big field for display work in the retail store—that of window trimming. In the modern department store, the position of window trimmer is a high-salaried one, and, for some reason, it is most frequently a masculine job. However, as window decorating demands (a) artistic ability, (b) good merchandising judgment, (c) originality and imagination, (d) training and experience, and (e) manual dexterity, there is no reason in the world why this field should not also become a feminine one.

One Boston department store explains to its salespeople the possibilities of window trimming as a profession. It inquires:

How many girls and women working in our great department stores, or in the progressive specialty shops, have ever realized the possibilities of a window trimmer's work?

How many realize or have ever given a thought to the possibilities of the display manager's department as a new field for women's activities?

There are many excellent reasons why women should enter this field.

First, a woman should be better able than a man to dress a form; she should get the right hang to the skirt, the proper tilt to the hat.

Scientists tell us that most women have a stronger, truer color sense than most men. They instinctively know color or values better than men and grasp color theory more quickly.

Instinctively, too, women understand the how, when, and where of apparel accessories and of household articles.

These are woman's advantages, but these alone will not make her a success in such work or even get her the chance to try.

Use your natural qualifications as a foundation, and then pitch in and work; study a good color theory, learn all you can about period furniture, inter-decoration, architectural construction, artificial lighting, good paintings, and fashion history. Any well-equipped public library will start you.

Essentials of Interior Display.—Whether you are interested in window decorating or in selling, you can find no more pleasant or attractive work than arranging merchandise displays in your department. Stock on table racks, on counters, in or upon show cases must be exhibited attractively, and the making of these "interior" displays (so-called to distinguish them from exterior or window displays) is part of your duty.

Your counter or table displays must be changed frequently; every two or three days. A regular customer of the department must see new merchandise at frequent intervals, and no goods should be on display more than three days, unless some particular merchandising exigency demands it.

Preparation for Display.—In preparing to build a display, have your space clear and tidy. Threads, specks, dust, and dirt should all be swept away, and the background cleared. If this background is of felt or velvet, use a stiff whisk-broom to freshen the surface. In any event, keep the space prepared for the display clean and free from dust.

If you are going to use a background, have it fit the merchandise to be displayed. Laces, jewelry, novelties, etc., usually look well against a dark background, especially black velvet. Light articles of apparel, particularly summer goods, need a fresh, light background of some thinner light-colored fabric.

Of course, for counter or table displays, backgrounds are not necessary, and in many show-cases none is required. When a background is used, however, you should make it fit the goods you are showing.

Should there be occasion to trim a store window, this rule of suitability applies with particular force. Unless you have an appropriate background, with a scene that adapts itself to the merchandise, it is better to use plain, draped materials, or no background at all.

Building the Display.—In building a display of any kind, it is always a good idea to have a center. Some article should be used as a middle point to attract the eye, and around this other articles may be grouped. Only an expert can build a display without a center, and as the average salesperson is not highly skilled it is safest to keep to a center in the display.

Be careful of your color combinations. It is usually most attractive to use *one prevailing color note* in the display rather than to try to combine many colors. It takes an expert with an artistic eye to secure successful results by color combination, and it is best for the novice

to avoid combinations. The tendency in display nowadays is to strike one color note in any case. You will see the most exclusive Fifth Avenue shops with window displays of all one color hats, in different styles and of various tones, perhaps, but showing just the one color.

Of course, it is permissible to combine colors, but you must be very sure of yourself in doing this. The seven primary colors, red, orange, yellow, green, blue, indigo, and violet, are beautiful individually or collectively, but in variations it is difficult to combine them. Cerise, for instance, is a variation of red and an exceedingly difficult color to use in combination, except with navy blue. A bright, peacock blue-green is also hard to combine.

Unless you are skilled in combining colors, or possess true artistic ability, it will be hard for you to group colors attractively. You may consider this an easy matter, but it is for just this type of artistic ability that window decorators are highly paid.

Regarding Display Fixtures.—The fixtures used in your display of merchandise must be made inconspicuous if they are not intended to show. Heavy wooden pedestals or carved bases, etc., are an attractive part of some displays, but when props or metal racks are used for holding the merchandise do not let them show.

Few things are more unpleasant or disillusioning than the exposed part of a wire dummy figure or the severe, uncovered wooden side of a fixture. If a foundation is intended to have merchandise cover it, keep it covered.

The actual merchandise used in building your display should be absolutely faultless. Remember that these goods are being shown as samples of what you have in stock. Imperfect goods on display defeat their own purpose.

Be careful in your display to show appropriate articles

in combination. If you are displaying gloves, for example, show only articles that really belong with gloves. Thus, handbags or perhaps handkerchiefs might be linked with a glove display, but it would be ridiculous to show stationery or lamps. *Understand combinations of related merchandise.* When deciding on groups, ask yourself what articles go together suitably? What garments are worn together? What do you naturally associate in connection with such-and-such an article?

When you make a display, be careful to keep it evenly balanced. That is, keep the articles evenly distributed on both sides. The same articles do not have to be on either side of the center, but *articles of similar weights do.* Your display must not look heavier on one side than another.

Do not crowd your display. *It is better to show too little than too much merchandise.* The windows of the most exclusive apparel shops on Fifth Avenue often show nothing more than a single tailored hat, with a pair of gloves, or an umbrella. Restraint in display and the judicious use of material indicate the good taste of the decorator.

Show your merchandise with artistic appropriateness in order to bring out its most attractive or important features. Lamps may be shown lighted; umbrellas or parasols opened and trunks turned to show important details of construction.

Remember, a display is chiefly meant to attract the eye, and unless the general effect is pleasing, it will fail in this purpose. Study the window and counter displays in exclusive shops and you will derive from them a new appreciation of artistic decoration in merchandise display.

PART III
THE CUSTOMER

CHAPTER VII

THE CUSTOMER: HER ACTIONS AND REACTIONS

Importance of Customers to a Store.—The statement that your customer is the most important person in the retail store may seem obvious to you, yet have you sufficiently considered all that lies behind that truth? Without customers, the most efficiently managed store in the world would fail to make any profit on the most carefully selected merchandise. A store may succeed for a time with inferior quality goods or poor styles; it may even remain in business with poorly trained or disobliging salespeople, but it cannot hope to succeed for one day without customers.

All your efforts, therefore, must be directed toward retaining every regular customer as long as possible and toward winning as many new customers as you can by excellent merchandising service. *The end and object of all selling is the satisfaction of immediate customers and the attraction of new patrons to the store.*

Bear in mind that your store needs customers infinitely more than any customer needs your particular store. While both are dependent to a great degree on the other, *it is the store that must strive always to win and hold its patrons.* Customers, as a group, are a fickle lot, and unless they can be continually assured that such-and-such store is offering best values and superior service, they have no compunction about switching their patronage to another establishment.

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The importance of a customer to a retail store is described by Frank E. Fehlman as follows: "To me a customer is the most important person in the world outside of my immediate family. He pays my rent; he gives me my weekly income; he pays for my street-car fares, my life insurance; he provides for my summer vacation; he keeps my business solvent; he makes possible every enlargement of my business; he is my never failing 'meal ticket.'"

This writer then continues to state that too many salespeople have the idea that stores are conducted for the benefit of everybody except the customer. Customers are arrogant; they are self-satisfied, they are in a hurry; they are looking for bargains; they ask to see everything in the place, and they don't buy. Such thoughts are continually rushing through the salesperson's mind. Her daily observations tend toward making her cynical. It never occurs to her that any customer has a perfect right to do these things and that the reason she does them is almost invariably because her past experiences with salespeople have been unfortunate. She would shop more effectively and more considerately if she had better co-operation behind the counter. In any event, whether she is reasonable or not, a customer must be induced to purchase.

To sum up the situation colloquially, we will state briefly that the customer is always the "boss" in a sales transaction. Always work on this assumption and cater to her whims and desires. This means that her preference must invariably be considered first no matter what the conditions of the sale may be. You may know that you are right in an argument, that your customer is doing you or your store an injustice, but *you must never contradict*. Her pleasure and satisfaction is your reward.

Why a Customer Comes Into a Store.—In order to get a clear understanding of your customers' viewpoints and impressions, we will analyze some of the reasons why a customer enters a retail store. To begin with, unless she has visited the store merely for an idle stroll, the chances are that she has entered with some very real need in her mind. She may not know definitely the exact type of merchandise she will ultimately select, in fact, she is probably not even thinking of it when she enters the store. She does know, however, that she or some member of her family has definite need for certain articles that the store can supply.

A typical customer's thoughts, when she enters a retail store, may run something like this: "I mustn't forget to buy Johnnie some more stockings to wear to school, those last two pairs I bought him only lasted about three weeks." Or, "I'll look at some hats and see what they have here; perhaps they'll have a little blue hat that I can wear with my blue serge as well as with my suit." Or, she may be thinking: "I'll see if I can find some good curtains at a reasonable price, before I try Blank's. Our parlor curtains are really too torn to be laundered again."

Vague or definite thoughts of family or personal needs fill a customer's mind when she enters a store and whether she plans to make an immediate purchase during that visit, or merely to examine the merchandise and compare it with similar goods in a competing store, she is concerned solely with her own needs.

Customers Not Interested in a Store.—This selfish or individualistic motive for entering a store explains why a customer is never interested in a store, as such.

Of course, there are cases when she may have personal, sentimental or family reasons for preferring one store to another. For example, a woman proud of her family or

favoritism or prejudice are absolutely unjustified. But whether they are reasonable or unreasonable, just or unjust, they influence individual purchases and affect the total volume of your store's sales. Therefore, try to incline all customers your way.

You must remember first of all that most women's minds are extremely detailed. They will remember the most trivial things and overlook facts of vital importance. For instance, a woman customer may remember that a saleswoman was chewing gum, while she will forget all about the fact that the store was offering excellent values in dresses. It is the small, unimportant facts, often ridiculous, yet sometimes justified, that offend the woman customer and cause her to conceive passionate likings or violent prejudices for a retail store.

Her impression of a sale is composed, not of one rounded, well-formed recollection, as a man's might be, but of a mass of trivial details.

Customers' Mental Activity.—All this study of customers is highly important to you. By understanding certain facts about their minds and moods, you will be able to conduct sales with tact and understanding. You will be able to pull certain strings, as it were, to secure the responses you desire. There is no magic about this; it is merely an intelligent understanding of the human mind and its application to buying in a retail store.

Before going further into the matter, let us study an average customer's actions and reactions during an average day. Her daily cycle of physical activities and conditions and her mental attitude based thereon will run something like this:

11 p. m.	Average hour of retiring.
11 to 1 a. m.	Sleeps very soundly.
1 to 7 a. m.	Sleep becomes lighter.

7 to 9 a. m.	Mental activity slow.
9 to 10 a. m.	Mental activity heightens.
11 a. m. to 1 p. m.	Mental activity at highest point during the day.
1 p. m.	Average time for lunch.
2 p. m.	Activity sluggish, while digestion takes place.
3 to 4 p. m.	Mental energy heightens; physical fatigue increases.
4 p. m.	High peak mentally; self-control diminished, due to fatigue.
4 to 6 p. m.	Mental activity declines.
7 to 11 p. m.	Activity generally remains static.

Of course, this general schedule applies to almost all people, your friends, your customers. The mental activity of most of us rises and falls during the day, so you can apply this schedule to your own work as well as to your customers' buying. It will help you understand why you feel better at certain times during the day, and why you are able to work easier during those hours.

Hundreds of stores that have kept records along this line have found that there are more complaints registered by customers between the hours of 3 to 6 o'clock in the afternoon than at any other time during the day. By applying your knowledge of mental fluctuations to your own work during these difficult hours in the day, you can make your sales work more pleasant by preparing yourself to meet these hours of fatigue. Relax for a few minutes before or during them, even if it is only to wash your face and hands and take a few deep breaths at an open window when you feel tired. This will help you make those difficult hours easier to bear.

Appeals That Produce Response.—As we said before, you must study and understand customers in order to pull certain strings, as it were, to secure the responses

you desire. This means simply that you must familiarize yourself with standard lines of appeal that will, in most cases, produce a favorable reaction. While there are many appeals to instincts, habit, emotion, etc., all of which involve a study of psychology, we will attempt only to refer to the familiar instincts and feelings of a human being called into play in purchasing. These will help you understand methods of persuasion to use.

If you appeal to certain feelings of a customer you can take a short-cut to her vulnerable mental or emotional states. You find her "soft-spot," as it were, and direct your talk toward it.

The Parental Instinct.—Assume, for example, that Mrs. Jones is shopping with her little Willie. You, as salesperson, pay attention to Willie; chat, laugh and play with him. You sense immediately that he is Mrs. Jones' pride; her "soft-spot." It is plain then that by "making a fuss" over this little fellow and appealing to Mrs. Jones' parental instinct, you put her in good humor and eventually make a more favorable sale.

The parental instinct is one of the most widely understood and easily appealed to. This instinct, which is stronger in women than in men, is the one that impels a mother to protect, cherish, and take pride in her young. In selling, it is safe for you to assume that the parental instinct or tender emotion, exists in every adult, especially in parents.

In presenting anything for children, clothing, toys, games, books, articles that give pleasure, comfort or protection, you can appeal successfully to this instinct, and find the shortest path to a parent's good-will.

Self-Assertive Instinct.—This is perhaps the most vital instinct evidenced by customers in a retail store. It is the most potent factor in making men and women buy,

for it deals with each individual's regard for himself, his individuality. The self-assertive instinct makes a person desire to "show-off" before others; to look his best, and to be looked upon favorably.

In selling every form of wearing apparel, you can appeal to this instinct.

"Of course, if you want to look your best before the guests at the wedding, madam," you will say, "I really believe you will find this jet dress most becoming."

The customer surveys herself for a moment in the mirror. Finally she nods:

"Yes, you can give me this dress. It's more than I wanted to spend, but I want to look well."

Here your customer's self-assertive instinct, her desire to "show off," is appealed to successfully.

You can invariably secure favorable response if your tone or words intimate: "Of course, you want to look your best before others."

Instinct of Curiosity.—The power of this instinct depends on each individual. In some persons, it is stronger than in others; not necessarily curiosity that involves "noseyness," but an intellectual curiosity, a desire to know more, to be better informed. Students, thinkers, readers usually possess the instinct of curiosity; they are constantly learning, reading, and studying to satisfy their desire to know about things.

Now in appealing to the curiosity instinct in your customers, you respond to their desire "to know" or "to see." Selling books is, of course, one of the primary examples. Another way to appeal to your customers' curiosity is to let them "see the inside" of things: to open purses, lift tops of suitcases, open boxes, and show all the points a customer wishes to see. This often necessitates more than actual demonstration of your merchan-

dise; it involves showing features just to satisfy a person's curiosity.

Instinct of Flight or Fear.—You appeal to the flight or fear instinct when you sell guns or revolvers for protective purposes; automobile tire chains to avoid accidents; lightning rods; screens to protect the home from diseases brought by flies or insects: sanitary equipment; germicides, and all antiseptics.

In selling merchandise that tends to eliminate fear, you can appeal to this instinct and will often receive successful response.

Instinct of Construction.—This instinct causes people to desire to "make things," whether mud pies, houses, or laws. The sale of mechanical toys makes a strong appeal to this constructive instinct in boys.

The art-goods departments of many stores appeal to this instinct in women by giving free instruction in knitting, lamp-shade making, basket weaving, hat trimming, etc. If you sell in any section dealing with these articles, you can invariably sell more either by showing your customer how to make certain articles, or by telling her where she can learn to make them.

Collective or Acquisitive Instinct.—This is the instinct that makes people love to collect and save things, whether stamps, pictures, or works of art, etc. It is also at the basis of many people's desire to secure additional articles for their home.

You can appeal to this collective, or acquisitive, instinct in selling many different articles of use or decoration. People love to save things, to get new things, and this is one of the most important instincts that operate among customers in a retail store. Frequently they buy, just "to get," many times not because they need the article, but because they want to acquire it.

Appeal to Home Love.—When you sell furniture or any article of home making or decoration, you usually appeal successfully to your customers' love of home, desire for snugness, shelter. This feeling in a customer's mind arises from an instinct of self-preservation, a desire to have shelter, a "roof over his head."

As a rule women possess what is popularly called the "nesting instinct" or the "home-making instinct" more strongly than men. While, of course, in selling home furnishings or decorations you can refer to a woman's pride, self-assertiveness, etc., the desire for safe, cozy shelter is very strong and, if properly appealed to, will cause a favorable response.

Difficulties in Every Sale.—In this chapter, we have mentioned just a few instincts or lines of appeal that you can adopt for persuasive selling. This list is by no means complete nor is it, strictly speaking, based on scientific laws.

We have just mentioned these few ways of addressing customers so you will understand how it is possible to "pull strings." More than likely, you employ these appeals in your daily sales talk without recognizing them by name.

You must understand that every sale presents a different problem based on the individuality of each customer. While you can familiarize yourself with ways in which most human beings can be induced to act, you must remember that you cannot set hard and fast rules for handling persons or sales.

CHAPTER VIII

TYPES OF CUSTOMERS AND HOW TO HANDLE THEM

Necessity for Interest in Customers.—If you want to succeed in your work, you must possess, in addition to selling ability, one vitally important quality, *an interest in people*. Your business as salesperson is a *business of people* as much as a business of selling. Your work is one of *contact with human beings*, and there is nothing more interesting than a constantly shifting and varying stream of individuals.

In a retail store, you have a wonderful chance to study human beings. Don't you think it is interesting to look at men and women and to wonder about them? Who are they? What are their chief characteristics? Why do they act and talk as they do? Where are they going? For what purposes do they buy various articles?

This does not mean that you must be "nosey." It simply means that as an alert individual you must study people.

It is the most absorbing game in the world, even more interesting than reading stories or novels. You are dealing with all types of individuals. Each one talks and acts differently. Why?

Of course, when you are tired and worn out with selling, it is hard to keep up this keen interest in people. But you will find that your day will pass more quickly and your work will be more pleasant, if you regard it as a *human business*, a study of "folks."

You can, if you will only try, make a friendly meeting of every sale, and at the same time make it profitable to you. Try to learn something from every sale. Every individual is different. Each one has some impression that she brings and leaves. Look for it, and think about it.

By keeping alert and interested in customers you will improve in your knowledge of human nature. Yours is a "human business" even more than a selling job, and if you know "folks," you will succeed.

Means of Identifying Customers.—There is no definite rule for recognizing different types of customers. You must use your common sense and base your judgment on thought and experience. There are possibly a few general ways of recognizing types, but these are never infallible.

The best way to study people is to observe their words, actions, and manner. Try to make a good estimate of each one, based on what you already know of human nature.

Sometimes you can judge a customer by her dress and appearance, but this is never a sure or a satisfactory method. You have heard of shabbily dressed millionaires or of well-dressed persons without a cent in their pockets. So you cannot judge a person by his clothes. Nevertheless the appearance of a customer is sometimes helpful as an index of the kind and quality merchandise to show. The mannish, tailored type of woman, asking to see a waist, will naturally want a plain, tailored style. The flashily dressed customer, on the other hand, will probably prefer a fancy Georgette crêpe blouse. The custom of identifying customers by dress is not always safe or sure, but it is mentioned here for what it is worth.

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Finer distinctions along these general lines are often very hard to draw, nevertheless, you should train yourself to make some reasonable judgments concerning the nature of customers, to guide you in the initial display of goods when no particular kinds are specified.

Study the face and features of people. Some years ago, a special school devoted to character study by means of physiognomy, face and features, was much in vogue. Great emphasis was placed on the ability to study character by, for example, the shape of the chin, the color of the hair, or possible feature combinations.

Many of these theories have since been exploded, and as the study is hard to apply, it is scarcely necessary to consider it further at this point. You may, however, have made personal observations and these will be helpful in your work.

Different Types of Customers.—In this chapter, you have some brief sketches of different types of customers. Perhaps, in your experience you have met them; possibly, you will serve one to-morrow. Of course, all customers are not exactly like the ones described here, nor are they as easily identified. These sketches are simply general, but they will help to recognize some of the persons you serve during the day.

The Irritable Customer.—One of the most common types of customers is the tired, cross woman who is irritable throughout the sale. Her attitude may arise from either of two causes:

1. She may be just fatigued and nervously tired.
2. She may be habitually nervous and irritable.

This customer will fuss all during the sale. She will chafe impatiently at any delay or waiting, and probably strum on the counter or tap her foot nervously. She will blame the saleswoman for things that are really her

own fault. For example, she will insist that she asked for blue, when she definitely specified pink.

The nervous customer usually is sharp in her attitude. She throws down with keen repulsion things that do not appeal to her, and clutches eagerly at goods that do.

You must meet the tired, cross customer with an attitude of calmness and quiet understanding. In serving her, be quick. Any slowness of motion will only make her nervous state worse. Keep your voice and your manner calm and soothing. Never argue with a tired, cross customer, because controversy with her is futile. She is usually incapable of making calm, fair judgments, and therefore argument by such a customer must be met with smooth concurrence.

Soothe the tired customer; agree with her; serve her quickly and quietly, and when she indicates the slightest dislike to any article remove it from her vision.

"Ugh, don't show me cerise; I loathe that color," the nervous customer in the millinery department exclaims with a shudder as a saleswoman brings out a cerise hat. Without a word, it is set down on a nearby table. During intervals of trying on different hats, the customer keeps glancing nervously at the hat. Presently she turns to the saleswoman and exclaims shrilly:

"My dear, if you don't take away that cerise hat, I'll have to go out. I just detest that color, it makes me so nervous."

So the saleswoman quietly removes it from her gaze.

Handle this nervous, excitable customer carefully, particularly when she exhibits the slightest dislike for any article. Small details, colors, shapes, designs, often jar on her and then you must do everything possible to smooth her ruffled nerves.

The Inconsiderate Customer.—"I wish you'd wait on me, I've been standing here about ten minutes," the inconsiderate customer will interrupt a sale.

"I'll be glad to in just a minute, madam; I'm busy now."

"But I only want to see a pair of white, woollen gloves for a little girl; it won't take long."

"I'm sorry, madam; I'm waiting on another customer; I'll be glad to show you the gloves in just a minute."

The unreasonable customer fusses, fumes, argues. She is unable to understand that customers are given the preference in order of their arrival at the counter.

With the inconsiderate customer, be patient. Never argue, always retain your good temper, no matter how disagreeable or unreasonable she may seem. Never try to make her see the fairness or the wisdom of a rule of policy, because she will never grant it. With her, your manner must be quiet, polite, and always soothing.

The Deliberate Customer.—The deliberate customer is at opposite poles to the nervous type. She is slow-moving and slow-thinking and her mind works logically. Instead of being mentally agile, and grasping facts quickly, she is deliberate and needs time to digest thoughts in proper order.

"Yes, madam, this is a high-grade wardrobe trunk," the trunk salesman will talk rapidly, pointing to each feature. "It is of genuine basswood, with five drawers, place for hat, ten hangers, shoe pockets, laundry bag, a special holder to keep garments in place when they are packed. It is splendid value." Thus he rattles on, pointing to each feature as he talks.

At this point, the deliberate customer holds up her hand. "Wait just a minute, young man. Start all over

again, and go slowly. Now show me each feature one by one, so I can understand it."

Then the clerk, recognizing a deliberate customer, begins slowly and proceeds step by step in his sales talk so that his customer can grasp without difficulty each point in the demonstration.

With the deliberate customer you must talk slowly and clearly, never hurrying, and always taking plenty of time to show your goods. She should never be shown two articles at once. She can only grasp one fact at a time and exhibiting two articles in this way disturbs her.

When you feel that you have presented enough talking points to enable your customer to decide, do not make the mistake of pausing in your sales talk to her. If she remains silent, continue giving more facts about your merchandise. A deliberate customer's silence means that she is thinking. She will listen patiently and will never jump at conclusions.

The Talkative Customer.—This is the person who, while she is buying a hat or a pair of gloves, relates most of her family affairs, or her intimate personal history.

No occasion is too trivial for her to launch forth on a flow of gossip, anecdote, experience, or personal recollection, and to continue for an hour, without realizing that she is boring you or holding up other customers in their shopping.

You must always tolerate the talkative customer. Listen to her stories, trying, if possible, to lead her back to her purchase, yet never appear hurried or impatient.

"I want this blanket to put on my son's bed; he's out in Iowa now, but we expect him back any day; he's traveling on business; sells shoes. I said to my husband only last night: 'It's a shame to have to buy another blanket when Henry is home so little'; but what can I do? He

needs it. You see, I have just enough blankets, one for my bed, and two for my daughter's bed; she has a single, four-poster, and now I'm to buy another, although it does seem like an extravagance; my daughter thought so too."

Thus the talkative customer rambles on. At this point you may interrupt politely:

"Then you think this blanket will be satisfactory for your needs?" Such a question will often have the effect of bringing back the customer to the sale.

You must always be careful not to offend a talkative customer. To sell her you need patience and self-control for you must never, by gesture or manner, convey the least hint of impatience.

The Snobbish Customer.—This type of disagreeable customer indicates by her manner during a sale, that she regards the counter as the dividing line between social classes. "Oh, no," she will murmur disdainfully as you bring out a practical knitted undergarment. "That's too cheap; it might do for people who work all day, but I don't need anything so coarse or practical."

You may have as a natural reaction to this type of customer, a desire to show your indignation at her absurd snobbery or patronage; but always exercise self-control. Appear not to notice this person's offensiveness. Your most commendable asset in dealing with this type of customer is dignity. Serve her quietly, holding your head erect with a calm realization of the importance and dignity of your own position.

The Suspicious Customer.—"Huh! must be something wrong with those stockings if they reduce 'em." The suspicious customer sniffs skeptically as she examines the silk hosiery on sale.

"No, madam, they're all perfect; we've simply re-

duced them to clear out odd sizes and styles, because we're getting in a new stock."

"Don't tell me." The suspicious customer silences you with a gesture. "I know these stores; they're not giving away something for nothing. If they reduced the price there's a fly in the ointment somewhere."

In dealing with a cautious, suspicious customer, you must first of all be patient. Endeavor all during the sale to win her confidence in your store and its merchandise. To do this, give clear, explicit reasons for reductions, even technical facts, when necessary. In fact, give anything that will convince her of your store's desire to serve her satisfactorily. When possible, stress exchange, refund, or guarantee privileges so that her suspicions may be disarmed. Explain everything about the sales transaction so that she has not the least occasion to be suspicious.

The Decisive Customer.—Some salespeople refer to the decisive customer as a "smart Aleck." She is confident in her manner and appears to know definitely about everything. Never tell the decisive customer anything; let her talk. You will recognize her first by the determined, confident stride with which she walks up to the counter and second, by the clear firmness with which she states her request. When merchandise is brought out, she will shrug at sales talk. *She never wants to be told anything; she wants to talk.*

To handle her successfully, listen with respect to her opinions. You can flatter her immensely by appearing awed and interested when she delivers her thoughts. Always permit the decisive customer to talk; because in talking she usually sells herself on the merchandise.

"This is really very good quality print material," the salesman will remark as he lays down the piece of goods

before this customer. "It washes well, the pattern will not fade."

"My dear young man, don't tell me; *all* patterns fade in washing, I know."

The wise clerk does not argue. When he brings out the next bolt, he asks respectfully: "This is an attractive pattern; how do you think this will wash?"

"Now this one is different." The customer looks triumphant. "I know that *this* pattern won't fade."

As a matter of fact, the two materials may be of the same quality without the slightest difference in fading propensities, but the confident customer likes to do her own discovering. She does not want to be told anything.

The Absent-Minded Customer.—Although popular belief identifies absent-mindedness with the male sex, we will assume that there are undoubtedly an equal number of absent-minded women in the world. The absent-minded customer's attention must be held carefully all through the entire sale. Often, while you are presenting your sales talk, this customer will look away absently and her thoughts will wander. To recall her attention look directly at her. When you see her thoughts beginning to wander, pause a moment and give her an opportunity to recall herself. Or you may pick up the article and hold it before her, looking directly at her as you talk. Usually, the combination of sight and sound will bring her back to the matter in hand and the sale may proceed. You must be patient with this type of customer, no matter how trying she is.

Absent-mindedness often evidences itself by a customer's coming to the counter and forgetting what she wants to buy. In that case you may suggest articles, and in doing this your attitude should be pleasant and sympathetic.



Courtesy of the "Graphic Instructor," Instruction Department, *Dry Goods Economist*.

WHEN TWO CUSTOMERS SHOP TOGETHER, YOU MUST CONVINCE BOTH.
THE ADVICE OF THE ACCOMPANYING FRIEND IS OFTEN
THE DECIDING FACTOR IN A SALE

Abstract

The Customer "Just Looking Around."—Many people, for their own protection, give this explanation to salespeople who approach them. They do not want to be annoyed while looking at merchandise because they want to make their choices unassisted. When this type customer states that she is "just looking around" she implies that *she wants to be let alone*. She will, therefore, be annoyed by eager, over-zealous salespeople hovering around. She likes to examine merchandise undisturbed, and, when she has decided, to inform you. For that reason, you must stand off at a slight distance, ready to approach the "looker" at the first expectant nod. In a bookstore this type of customer is called the "browser," but whether this browsing habit evidences itself among book tables or other counters, it is plain that the customer's wish to be let alone must be respected.

When a customer tells you that she is "just looking around," smile pleasantly and assure her that you are glad to have her do so, with no obligation to buy. This immediately disarms her. Sometimes it brings her to the point of expressing definitely in what she is interested. Then you are often able to show her what she wants.

When she enters a retail store, a customer likes to feel that she is welcome whether or not she buys. If you can play up to this feeling you are most likely to win her patronage.

The Customer Shopping with a Friend.—When two women shop together, your selling problem is often complicated. Instead of selling one customer you must actually sell two. Sometimes it is easy to sell a shopping couple, if the buyer knows definitely what she wants and her friend does not interfere. But if the customer asks her friend's opinion, it means that usually both persons have to be convinced. In waiting on two women shopping

together, determine which is the stronger personality. That one will most likely influence the decision. Then bend all your efforts toward selling her. Be careful, however, not to slight the other woman.

At all events, when two women shop together, try to convince them both, because inevitably one has influence over the other.

The "Nosey" Customer.—The "nosey" customer wants to know all about the merchandise and merchandising policies of the store. She inquires secretly when the store is going to hold sales, what next season's styles will be, where the buyer secures her merchandise, what Mrs. So and So (the customer before her) purchased, how much she paid, how much your salary is, and innumerable details about the store and its management that are none of her affairs. The "nosey" customer should be handled with extreme tact. In response to confidential merchandising questions, either profess ignorance or tell your customer regretfully that the information is considered confidential and that you are not at liberty to reveal it. At all events, do not answer questions with coolness or hauteur, no matter how personal or inquisitive they may appear. Try, if you can, to change the subject, by calling attention to the goods she is choosing. This often has the effect of checking further inquisitive questions.

The "Hard-to-Please" Customer.—No matter what you show the "hard-to-please" customer, she will sniff indifferently or find some fault. A dress may be too fancy or too plain, a hat too large or too small, material too light or dark. This customer says with a shrug: "Humph, I've seen better silk than this at a dollar less in one store." Or, "Last season's styles," as she waves

aside a hat. You need infinite patience with this "hard-to-please" customer.

Since her attitude toward the store's merchandise is constantly critical, in dealing with her you must have thorough knowledge of your goods. You must be able to meet every objection and criticism with a confident certainty that your merchandise is right. With this confidence, you must be able to take criticism politely and pleasantly. If the critical customer disparages styles, point out that your store sends its buyers to Paris each season for fashions. If your customer criticises materials, talk confidentially of their wearing qualities. You must show an amount of spirit; yet answer politely when she sniffs.

The Uncertain Customer.—The uncertain shopper is a troublesome customer because she takes so long to decide. Not that she cannot make up her mind but she is always afraid she is not getting one hundred per cent value for her money. She is constantly haunted by the thought that perhaps she could have done better elsewhere, and when she does make up her mind, it is with fear that she should perhaps have not made this purchase.

"I wonder if I really should have bought those curtains," she will wonder after the sales check has been made out. Sometimes she will change her mind, and cancel the sale. At other times she can be talked into confidence in her own selection. In general, the cautious customer is always afraid that she is not getting her money's worth, and for that reason selling her is a difficult, drawn-out affair.

To deal with her, you should have a firm, convincing manner in presenting your merchandise. As soon as you realize the cautiousness of your customer, stress the quality and the economy value of your merchandise, but

seldom style factors. She will insist on full value for her money, and you must keep convincing her that she is getting this, and more. A sale with such a type customer should never be concluded *unless she is fully sold on the merchandise*, because, having an uncertain disposition, she is likely to change her mind. It is essential, therefore, that your customer is sure of her own choice, though this make the sale take longer.

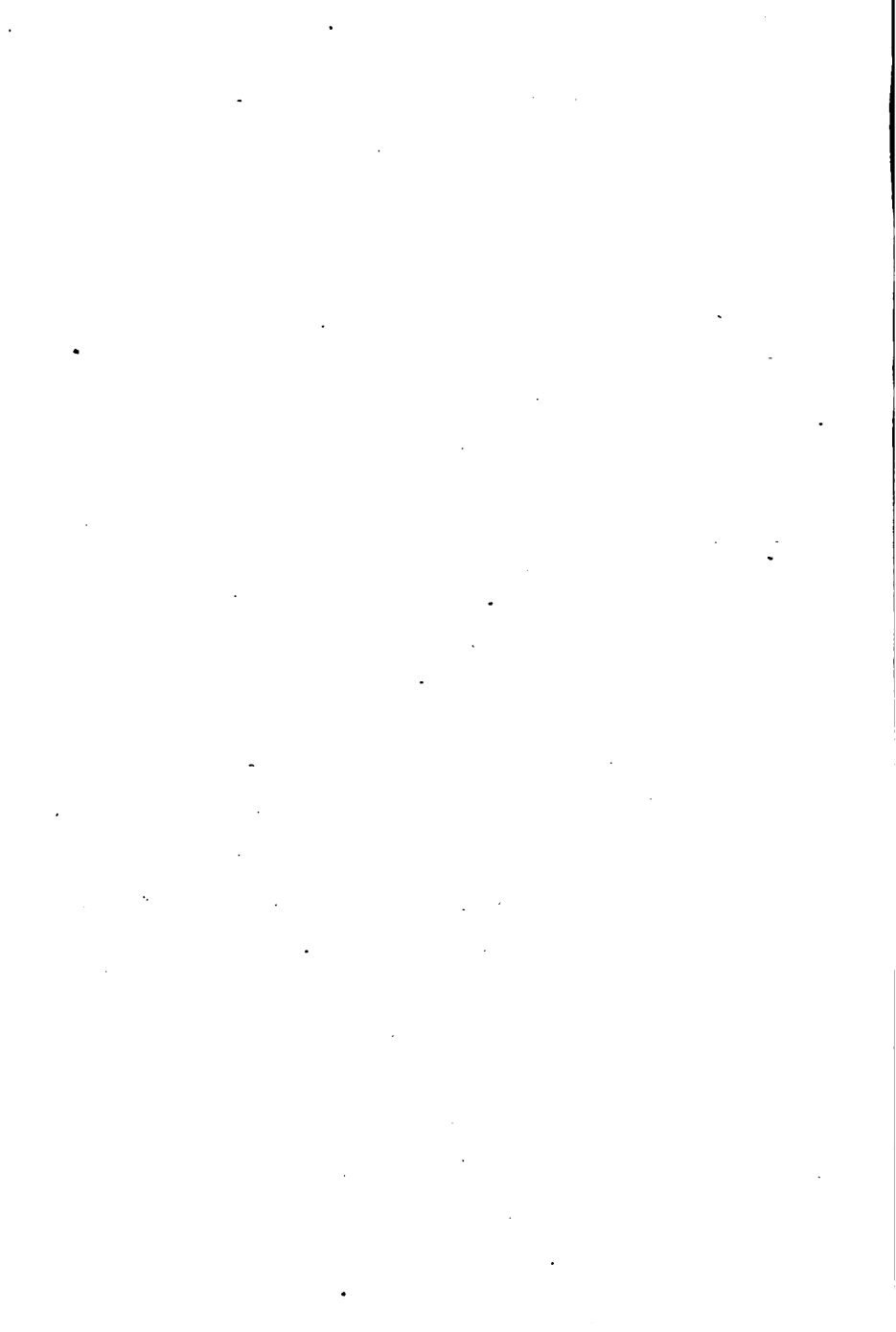
Remember that this type of customer often hesitates not because she does not want to decide, but because she is afraid of buying the wrong article. It should be your duty, therefore, to impress the satisfactory service of the article, so that she will make a confident decision without changing her mind.

The Aloof Customer.—The aloof customer often assumes a mask of indifference in order that she may not be led into wrong buying. Therefore, though her lack of interest in the merchandise is evidenced by careless glances and aloof silence throughout the sale, you should always take for granted that she has come into the store to buy. To satisfy this customer, present merchandise with unusual care. Keep on talking, without appearing to notice that she is glancing indifferently at it. Watch her always for some display of interest. Present goods from different angles. If you are selling boys' wash suits, consider them from the angle of practicability, ease in washing and ironing, fastness of colors, simplicity of cut, and style. Watch your customer's expression as you present each argument. She may look indifferent, when you talk of style and design. Yet she may begin to appear interested when you mention ease of washing. Then, let this be your talking point, and throughout the rest of the sale, present suits in that way.

The aloofness of customers is often a pose to mask



**A SURE METHOD OF WINNING A MOTHER'S GOOD WILL IS TO PAY ADMIR-
ING ATTENTION TO HER CHILD**



their attitude toward the merchandise. If you understand this and act accordingly, you will be able to handle with success many silent, aloof customers.

The Woman Shopping with Her Child.—If you will learn the wisdom of showing interest in customers' children, you will have learned a vitally successful point in salesmanship. The shortest way to a mother's heart is through her offspring, and if you will ask questions about the child, play with her, admire her, talk to her, you will win a large part of your customer's good-will. This makes the sale progress more easily, and it often results in putting your customer in a more pleasant frame of mind.

The woman shopping with her child should be made comfortable, because she is probably tired. Give her a chair and, if possible, one for her child. Exhibit constant interest in the little one.

When a woman is buying babies' or children's apparel, and the child is not with her, even then appear interested in the little one. Ask questions, get the customer to talk about the child. That is always a sure way to her good-will.

Mother and Daughter Customers.—Selling the growing girl is often a problem because mother-and-daughter shopping expeditions sometimes develop into violent arguments. As a rule, girls of the awkward age, from twelve to sixteen, have decided ideas as to what they want, and mothers usually know what they wish them to have. This often results in a wrangle. A scene something like the following may sometimes take place:

"Oh, mother, I don't like that style; it makes me look about ten years old. Why, it's a little girl's suit," the daughter protests.

"Try it on, Mabel," her mother urges.

paratively few bargains to be found to-day in the retail store.

The Stingy Customer.—The stingy customer wants good value as far as merchandise is concerned, but she is unwilling to pay the price for it. She may, or may not, be able to afford it; usually, however, she is able. It is often the well-to-do customer who is most stingy. Poor customers are economical by necessity, not by choice, but stingy customers are often stingy by nature or choice. In selling to these customers, you must be very convincing in the presentation of your merchandise. Stress the value side, always.

"Oh, I wouldn't pay that much for that overcoat," the stingy customer declares, as she keeps demanding cheaper garments, criticising the quality of all those shown her. She wants good value, but she is too penurious to pay for it, and for that reason you must *sell her on the idea of paying for good merchandise*. It is not always necessary to sell her on the *merchandise* as it is on the idea of *paying well for it*. To do this, stress wearing qualities, and the saving of money by the initial purchase of superior quality rather than poor goods. With this customer, *you must be convincing*.

The Frightened or Timid Customer.—The timid customer is quiet and unassuming and she approaches the counter hesitantly. Her manner is gentle and unobtrusive, and for that reason you must treat her with friendly sympathy. She may know what she wants when she sees it, but she seldom has the faculty or the courage to voice it. Therefore, listen politely while she explains her needs, and then proceed sympathetically to help her.

You cannot assume a brisk business-like manner toward this customer because it is likely either to embarrass or to overwhelm her. She must, with quiet sympathy, be

set at ease, because in all probability, shopping and traveling through a crowded store is an ordeal for her. It should be your endeavor to make her shopping as light and as easy as possible, and you will find your efforts rewarded by grateful patronage.

Old people shopping in a retail store must be shown this same degree of help and kindness.

Some Helpless Customers.—Children shoppers must be handled with promptness, courtesy, and patience. Remember, the child customer of to-day is the adult customer of to-morrow, and for that reason you cannot afford to treat her carelessly. Besides, you may rest assured that whatever happens during the course of a sale will be duly reported by the child to her parents or guardians. To slight a child, therefore, is to slight the grown-ups of the family.

The man shopping in a woman's department is almost as helpless as the child. He is out of place, he feels self-conscious and awkward, and he appreciates any effort you make to help him. Assist him tactfully and when necessary think for him. If he is shopping in a woman's department, he will usually place himself in your hands and depend on you to give him the right article. With this responsibility in mind, make every effort to assist him. If he is buying an article of woman's apparel, he is likely to be confused and embarrassed, and you must exercise utmost tact. Assist him capably, create confidence in your knowledge, and when necessary ask tactful questions as to size, etc. Usually the man likes to have you suggest a decision and nine times out of ten, he will accept it. For that reason, you must make suggestions carefully. Never foist anything wrong on the man shopper. It will eventually be presented to its feminine user, and then

your store will suffer, if she feels that the man has been imposed upon.

Persons who do not speak or understand English well are often a difficult type of customer to handle. With them you need utmost patience. When they speak a broken English, you must never attempt either to correct their pronunciation or to indicate that they have misused a word. If they are inarticulate or are unable to make themselves understood, try hard, by showing a variety of articles, to give them the goods they desire. It may take a little longer to satisfy the foreign customer, but this patience with them will be well rewarded.

We need not mention here all the kindly, pleasant customers you meet during the day. In serving these, try your best to please them, to make their patronage permanent.

Each Customer a Problem.—Once again, we stress the fact that the foregoing types of customers are merely suggestive. Only a few are described to show your line of action in meeting different people in various situations; to demonstrate the necessity of adjusting *your* words and actions to those of your customer.

Remember this: every patron you serve is an individual problem. In dealing with her, your first object is to discover as accurately as you can what she thinks and feels. After that, you must adjust *your* attitude to hers; you must win her good-will. When the sale is completed, you have worked out a difficult, complicated human problem.

PART IV
THE SALE



CHAPTER IX

THE APPROACH TO A CUSTOMER

Importance of Correct Approach.—Undoubtedly, no point in the sale is so important from the viewpoint of first impressions as your approach to a customer.

While the term “approach” signifies action and may indicate that you always walk toward your customer, in reality it does not mean just that. When you are behind the counter, for instance, you do not actually approach your customer. Literally, she walks toward your counter. However, when you sell in an open department, like the dress or the suit section, then *you* actually approach a customer.

By *approach*, therefore, as used in this chapter, we mean really the *opening of the sale*, the first words and actions you employ to introduce yourself, your store, and your merchandise to a customer. In other words, your approach to your customer means your opening, whether you actually walk toward her as in the dress department, or whether she actually walks toward your counter, as in the glove department.

On your attitude at the moment of approach, however, depends largely the humor of your customer during the sale, even the eventual success of the sale itself.

Consider the approach from the angle of a shopper and you will appreciate it more fully. Assume that Mrs. Jones is entering the suit department. She is eager, enthusiastic, and prepared to spend a fairly large sum

tomer, at whatever point of the counter she has paused. When you learn her needs, you can, if advisable, suggest her stepping toward a more convenient point. This should only be requested, however, when stock is difficult to handle. Otherwise, you must bring goods to your customer, no matter where she is sitting.

What Your Attitude Must Express.—As you approach your customer, let your attitude convey recognition of her presence. Look at her, center your thoughts on her, and make her understand that you will try your best to fill her needs. Many salespeople have a habit of approaching customers listlessly, their thoughts obviously elsewhere, or smiling in reminiscence of a past conversation. This is a sure way of losing sales.

Let your attitude when you approach a customer be eager and expectant. It should convey a certain hint of deference. This subtle suggestion of deference flatters many customers because it suggests the importance of their position.

Importance of Correct Bearing.—Let your bearing be full of energy and alertness. Think of yourself from your customer's viewpoint and realize how pleasant it is to Mrs. Jones to be met by one who is brisk and alert.

Remember that the impression your approach makes on a customer is very decisive. Sometimes, if a customer does not like your manner or your attitude, she will pretend that she has decided not to buy, simply to avoid being served by one whose presence is disagreeable.

If you meet your customer with a firm, confident step, your shoulders squared, your head erect, you win her confidence immediately. People like to buy from a salesperson whose bearing is sure. One naturally feels cheated when served by a salesperson who gets about her work with weak hesitation and uncertainty.

What Expression Conveys.—Your face, as you approach your customer, is a significant mirror of your attitude. This means that you must look and feel pleasant. Avoid a mechanical smile, yet try to approach your customer smiling naturally.

Handling the Customer's Request.—Assume that a customer in the dress department has requested: "I'd like to see a navy blue tricotine street dress for myself, please." How will you respond to her request?

You must lean forward and listen attentively to every word your customer utters. By doing this, you avoid asking her to repeat, a discourteous proceeding that shows inattention.

Wait until your customer is finished talking before you make a single move toward your stock. Before going away to get merchandise, see that she is comfortably seated. If possible have a chair for her wraps. If the day is rainy and her coat is wet, you may thoughtfully offer to hang it up or put it near a radiator, and perhaps see that her wet umbrella stands at a safe distance.

Saleswoman's Introductory Remarks.—Often a sale automatically opens of itself. It begins so smoothly that you are not called upon to make any intentional opening remarks. When, however, a customer enters the department hesitantly or walks around idly what should your opening remark be?

There are no standardized rules for this opening, but there are phrases which have been chosen as preferable. A few good and bad ones are given so you can compare them.

Some favorable opening remarks to use are:

1. Is there something I may show you?
2. These linens have just come to us from Belfast (when selling linen).

3. Have you been served?
4. May I assist you?
5. Do you wish attention, madam?
6. May I show you some of these blouses (when selling waists)?
7. These are splendid values at \$5.

Avoid opening remarks like these:

1. Something?
2. What do you want?
3. Well?
4. Want to be waited on?
5. What is it you wanted?
6. These are \$8.50. Do you want one?
7. Been waited on yet?
8. Handkerchiefs?
9. Anything for you?

While these openings are typical of good and bad approaches, even the former group, however, cannot be offered as rigid forms for successful openings. Your introductory greeting is arbitrary, and depends (1) on the customer, (2) on the merchandise, and (3) on the individual situation.

You are simply urged to use your best judgment and to try to adapt your opening to your customer. Avoid using stereotyped phrases that become mechanical after a time. Your opening remark when properly delivered often makes a difference in your customer's decision. If she has been only looking around, a good opening can so arrest her attention that she will become an ultimate purchaser.

Avoidance of Hesitation.—Never, under any circumstances, wait for your customer to speak first in opening a sale. Offer your services immediately, without hesitation. Even if a customer is handling merchandise, instead of standing silently by until she is ready to speak, step forward and offer your assistance.

Use of a Customer's Name.—There is one rule regarding your opening of a sale that can be stated here more or less dogmatically. It is this: Whenever possible, address a customer by her name. There is nothing you can do to flatter her more than to meet her with a pleasant "Good morning, Mrs. Jones." This makes her feel that her patronage has been valued and her personality remembered. She is immediately put in a pleasant frame of mind.

Another thing that pleases a customer is to have you remember facts about her or her residence. If you can look up and ask, in making out a sales check: "South Street, isn't it?" or "Greenlawn, Long Island, if I remember correctly," a look of pleasure will instantly come into a shopper's face.

It is a tactful effort on your part to cultivate a memory for your customers' names, and if possible for addresses.

The Salesperson's Voice.—Let your first words be spoken clearly and distinctly. Do not mumble or deliver them mechanically, but speak sincerely and naturally.

Your voice must be clear, soft, and pleasant. Try, when possible, to adjust it to fit your customer. If the latter seems nervous and impatient, let your voice be deliberately calm and soothing. If your customer is tired your voice should be hearty and cheerful. Never imitate peculiarities or inflections in a customer's voice.

How One Store Regards the Approach.—One Baltimore department store, in its bulletin to salespeople, discusses the approach in this way:

When a customer comes to our counters, she should be noticed and greeted—in other words—given the opportunity to state her wishes. If she comes to an open department, she should be approached and asked by some one of us if we can be of

service to her. If the customer, either by handling or looking at merchandise, shows that she is interested, it would be preferable for us to present some interesting fact about the merchandise, instead of simply greeting the customer. There is no danger of giving offense if this is done in the right spirit, but if the customer remains unnoticed, there is always the danger of laying the store open to criticism.

Avoid Many Questions.—When Mrs. Jones specifies her wants, bring out your goods without questioning. Avoid questions, such as: "What size?" or "What price?"

Here are some good reasons why you should *not* ask "What size?":

1. Many customers do not like to be reminded of the size they wear.
2. Other customers will substitute for their actual size one they should like to wear.
3. They seldom know their correct sizes.
4. Sizes in merchandise vary so much in different stores that often a 36 dress in one store will correspond to a 38 in another. Women's sizes, particularly, have not been standardized to any degree of uniformity.
5. The size of a garment is really immaterial if it fits. To avoid any mention of it, therefore, is a question of discretion that does not involve misrepresentation. If a customer requests her size, tell it to her frankly.
6. By knowing whether your store's merchandise runs large or small you can estimate with greater accuracy what size would probably fit your customer than if you followed her size specifications.

For similarly obvious reasons, you should never ask your customer how much she wants to spend on her purchase, because:

1. If a customer wants to spend a small sum, it is often embarrassing to her to name it. Rather let it be made obvious by her choice of merchandise.
2. Often, customers do not know how much they want to spend. They have no definite price limit in mind, and thus it is possible to make larger sales by leaving the question of price open.
3. By questioning a customer as to price, you cause her to specify a definite sum. This limits the selection to certain priced merchandise and thus prevents a larger sale that would result by interesting her in better merchandise. Moreover, the verbal mention of a definite price often implants it so firmly in her mind that she will not change.

Before showing goods do not question your customer either as to style or quality. Bring your goods and let her wants reveal themselves in her questions and remarks. Of course, in some lines, such as gloves, hosiery, etc., the size question is necessary before the right merchandise can be shown.

As a general rule, however, avoid questions before showing goods. It is better to follow the suggestion of the Western merchant who says to his salespeople: "Don't ask questions, show goods."

CHAPTER X

PRESENTING THE MERCHANDISE

Importance of Proper Presentation.—In the foregoing chapter we considered your approach to the customer, identifying that step with the initial one in any sale, which is attracting attention. This present chapter will deal with the second essential of sale, arousing your customer's interest. This involves a careful "talking up" of merchandise in your most convincing manner.

Understand this: the proper presentation of your merchandise involves a study of your words and your actions. Both are equally important and a fault in either will sometimes destroy the success of a potential sale! Your customer's interest is at lowest ebb when you first present your goods, and to make a sale you must first successfully arouse her interest.

Necessity for Prompt Presentation.—The first requisite for securing your customer's interest is to be prompt in presenting your goods. Be so thoroughly familiar with your stock that you show absolutely no hesitancy or delay in bringing out your goods. If you fuss around with your stock, lift covers of boxes because you are uncertain as to contents, you bring about a loss of interest on the part of your customer. Sometimes her "buying mood" will pass in this wait. Show your goods promptly and don't let questions, interruptions, or distractions intervene. In one case a customer had to wait so long while her goods were being sought that the saleswoman returned, only to find her gone.

Where Merchandise Should Be Placed.—In presenting goods to your customer, place them well within her reach. Either hand them to her, or, if she is already holding some, lay others down before her, so that she can pick them up without inconvenience. If your customer is empty handed, instead of laying down the goods before her, hand them to her, to save her the extra motion of picking them up for herself.

Remember this: in placing goods before your customer regard her convenience as the most vital consideration. If your merchandise has a handle, for instance, place the article so that the handle is toward her. If the merchandise is in a box, lift the cover, to save her the trouble of doing that.

First Words in Showing Merchandise.—Let your first words about your goods be definite. Make some clear, positive statement about some feature of the goods, and let this act, as it were, be an opening blow to your customer's consciousness.

Refer to your goods concretely, not in vague, abstract terms. Instead of presenting little boys' wash suits, for example, with a general statement that "these are nice little suits," make some definite statement about the goods. You might assure your customer that "these suits will iron easily," and in this way drive home a definite fact about them.

If you will only remember how receptive most of your customers are to facts and ideas when they are buying, you will endeavor to make your selling clear and concrete. Present goods from the customers' angle by picturing their needs. Talk in terms of "you," not in terms of your store or its merchandise.

Order of Selling Points in Presentation.—When you present your goods to a customer feature the strongest

selling point first. This means that if your goods have some unusual or distinctive point, call attention to this factor first and then to lesser points as you present them.

We will assume that you are showing wash dresses for growing girls. You might present your talking points in perhaps this way:

"Here are some practical dresses that have broad tucks in the skirt, to allow for lengthening, as the girl grows."

That immediately interests your customer, because this problem of lengthening dresses for her growing girl has probably been a trying one.

Then you may continue:

"The dresses are pretty styles, aren't they? You see, they are straight and simple in line because we find that growing girls look best in simple styles."

Again, a mother sees a practical solution to the dress problem for her daughter.

Now you can present a third hammer blow:

"These materials will wash splendidly, too. The patterns are as permanent as those of imported gingham. They remain bright and don't run."

There is no definite rule for determining which are the most important selling arguments. You must decide this for yourself, basing your judgment on your merchandise and its purchaser.

Importance of Confident Selling Talk.—In presenting your goods, talk with confidence. Remember that your words and your attitude toward your merchandise are more or less contagious, and your customer is instinctively influenced by your presentation.

Show your goods in a calm, confident manner. Talk positively. When you assure a customer that "this material is all wool" make your statement decidedly to allow no room for doubt.

This brings us to an important point—the necessity of accurate statements in sales talk. Never say anything about your goods of which you are not sure. Do not “think” or “believe” or “guess.” Know—and present that knowledge with confidence and certainty.

“Won’t this curtain material fade?”

“No, madam, it will not.” The clerk’s tone is convincing. “It is sunproof, and guaranteed for a year.”

This is a positive, definite statement that immediately inspires confidence.

Suppose, however, a clerk, in answering this question, shrugs uncertainly: “Oh, I don’t think so. I’m not sure. I guess these are pretty good materials.” It is plain that the customer will hardly be guided by his statement.

Of course, definiteness in sales talk comes from a thorough knowledge of the merchandise, a subject considered in an earlier chapter.

What Sales Talk Should Emphasize.—We cannot, of course, lay down rules as to what your selling talk should be. This is determined entirely by the merchandise you are selling. Nevertheless, remember this general suggestion: try to sell your goods by picturing them in use. Remember that most customers lack imagination, particularly in buying. A chair, for instance, may look attractive in the department, and Mrs. Jones may think it entirely suitable for her home. Yet when she gets it there, it may look out of place, chiefly because she lacked the ability to visualize that chair in her home.

This situation holds true not only with furniture, but with practically every line of merchandise. Most customers lack the imagination necessary to fit purchases with present possessions. This accounts for the many exchanges a store must make. It is up to you as a sales-

person, therefore, to try to avoid such situations by visualizing goods for your customers.

What do we mean by visualizing? Simply picturing the goods in use. If Mrs. Jones is buying a hat, for example, you will find it is a good idea to stress, during the sale, her *use* of that hat. You may suggest that such and such a hat will be "appropriate to wear with sports clothes," or that "this one will be just right for late afternoon or evening use." Instead of merely selling the hat as a piece of merchandise, stress Mrs. Jones' *use* of the hat, the possible background or the other garments with which this hat can be worn. This will bring it more vividly to her mind and it will cause her to start picturing the hat in relation to other clothes.

The necessity of visualizing goods in use is often well realized in furniture selling. Assume that a customer is looking at a divan. It will look well in the store, because the floor is big and open, and because similar types of furniture here are grouped together. Probably the customer struggles to picture that divan in her own home. If you, a salesperson, are alert, you can, by tactful questioning, lead your customer to talk of her home, and you will do the visualizing for her.

If she intimates that her rooms are small, you can tactfully picture the large divan in a small room, and lead her to a more fitting selection. Then, when the divan is delivered into the customer's home, she will probably feel quite satisfied with it. If, however, you had indifferently sold her the large divan, the store would have had a dissatisfied customer, an exchange, and the expense of crating and calling for the divan, and delivering another.

Whether you sell wearing apparel, household furnishings, or hairpins, you must stress always the *use* of the goods, and display them to best advantage by picturing

this use to the customer. Notice how window decorators take advantage of showing goods in use. A display of sports apparel will have as a background golf links, tennis courts, or some suitable location, as mechanical means to visualization. In selling goods, however, your words must accomplish this object.

Importance of Display in Selling.—The material background against which you display your merchandise is of the utmost importance to the success of your sale. Show goods properly, so your customer can actually *see* them in use. Notice, for instance, how, in selling men's cravats, a salesman will deftly twist them as he shows them to a customer. Note, too, the night lights at silk counters in many large stores, so a customer can see goods under electric or ball-room light. Recall how precious stones are shown against a background of black velvet, to display their brilliance.

Study and practice attractive methods of displaying the merchandise *you* sell. If you are selling china, it may be a good idea to have a small table with a showy, damask cloth on it, to show china against this background. Sometimes it is well to use merchandise from other departments, a practice that is usually allowed, if adequate permission is secured.

In showing wearing apparel, you will usually pin it to the right length so that your customer can get the full effect. Or in selling suits you will hold the skirt under the coat, so the ensemble can be seen.

Proper Showing of Colors.—In selling colored merchandise always be careful not to offend the eye by a mixture of clashing colors. The story is related of a New York store that lost a sale of an evening coat because in showing different wraps the saleswoman had allowed clashing colors to lie side by side, and so offended her customer's

eyes and nerves that she finally departed instead of buying. When you bring out sharply contrasting colors remove other merchandise that may clash and try to show harmonizing shades in one group.

In selling dress goods, be careful in displaying it. Georgette crêpe, for instance, looks better shirred softly than pulled tight against a hard background. All dress goods is best shown draped to get the general effect.

Handling of Rejected Goods.—When your customer rejects goods, remove them, if you can, without delay. Do not leave them lying around, particularly when their presence has an irritating effect.

Remember the incident of the saleswoman who left in plain view a cerise hat that had been rejected by a nervous, fussy customer. That customer burst out violently, exclaiming that she could not buy while that cerise hat was lying near. While this may be a rather unusual case, it illustrates the necessity of removing objectionable merchandise which is likely to hinder buying.

You may consider this matter as petty, but anything that affects a customer's buying mood is important.

Effect of Handling Merchandise.—Handle your goods appreciatively. When you bring out suits, for example, and transfer them, one by one, to the rack, use deliberate care. Note how this care favorably affects your customer's attitude. She sees new value in the goods when you hold the suit proudly, adjust the collar, and gently smooth it.

Suppose, on the other hand, you pull it roughly off the hanger or hold it up carelessly so that one side sags, or perhaps trails on the floor. Is it not natural that your customer's reaction will be unfavorable? Besides losing her appreciation of the merchandise she will probably refuse to buy because it has been badly handled. She wants

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**HANDLE YOUR MERCHANDISE APPRECIATIVELY IF YOU WANT CUSTOMERS
TO VALUE AND DESIRE IT**

to see a spring suit, anything but a selection of conservatively colored suits.

What to Show First.—When your customer does not specify price, it is most satisfactory to show medium quality merchandise first. Then you can follow this with higher- and lower-priced goods.

The advantages of doing this are:

1. It enables you, by watching the prices and quality of the merchandise that appears to interest your customer, to bring out further merchandise in this class.

2. It enables your customer who desires low-priced goods to see what she wants without the embarrassment of requesting “something *much* cheaper.”

3. It enables a customer who wants high-priced goods to compare better merchandise with similar goods at lower price.

4. It avoids offending a customer who might object to being shown something too low in price.

In selling packaged goods, it is a good idea to show the larger size first. A customer does not object so much to asking for a smaller size, as she does for a lower price. Also, by showing the large-size package first, you enable a customer to see how much more she is getting in the large package at a comparatively lower cost.

When to Mention Price.—When should you mention price during a sale? Generally speaking, it is not necessary to mention it until your customer asks it. Of course, if there is some special reason for mentioning price, such as merchandise being reduced or marked at a special figure, you can mention it as part of your selling talk. Under ordinary conditions, however, it is not necessary to stress price.

If you are selling in a “price store,” where customers buy almost exclusively on the basis of cost consideration,

the case is altered. But if you sell in the average medium-priced store, it is well to avoid mention of price until it is definitely requested. If you do otherwise, you are likely to offend a customer, by your intimation, in stressing the price, that this is her chief concern.

No matter what type of store you sell in, you can always tell when an individual customer is concerned with price, and, in that event, you can make it part of your sales talk. But let the initial request for the price come from the customer.

σ_2
 f_2
 f_1
 13
 35
 36
 37

CHAPTER XI

TALKING UP THE MERCHANDISE

Building up Customer's Interest.—Your initial presentation of merchandise is made principally to secure your customer's interest. This is accomplished by showing your goods, and having all your words and actions directed to that end. Assuming then, at this point, that your customer's interest is aroused, your next task must be to follow up this interest to the point of securing her decision, thus closing the sale.

To follow up a customer's interest is to create a desire on her part to possess the merchandise. She must feel an actual need for the goods, and it must be your aim throughout the sale to build up this need so carefully that she makes a favorable decision.

To secure a customer's interest, let her talk. Encourage this because it tends to make her state her needs specifically and to render an opinion on the merchandise before her. With this information, you have concrete data on which to sell. To get a customer to talk, ask tactful questions, all of which indicate your interest.

Following Closely on Needs.—Work carefully along the lines of your customer's needs. When she makes a suggestion during the sale, note it attentively, and carefully follow it up.

"I am not sure," Mrs. Jones remarks doubtfully as she looks at light-colored Georgette crêpe dresses, "that these are quite what I want. They are pretty, but for my purpose I think a darker shade would be better."

At such a remark, you will bring out some darker colored dresses, even though Mrs. Jones had asked to see light colors. The merest suggestion on her part must be attentively acted upon.

About Giving Information.—As you present merchandise, give various sales arguments, designed always to create desire for ownership on your customer's part. You will often have to keep on supplying new ideas at every pause during the sale. A customer likes to hear good reasons why she should buy and you must be prepared with plenty.

When one idea appears to be unconvincing or its possibilities exhausted, offer a new one to your customer. There must never be an awkward pause in a sale, during which you appear to run out of sales talk.

Ideas, as used here, do not necessarily refer to reasons why your customer should buy. They refer to suggestions which you can offer, based on a general knowledge of the customer's particular needs. In other words, while you must follow out her requests, do not be so mechanical in selling that you cannot offer some ideas of your own, when necessary. Do not appear injured or resentful, however, if your customer discards your ideas abruptly or appears indifferent to them. That is her prerogative.

Answering Customers' Questions.—Listen attentively to your customer's questions and answer them promptly. No matter what you are saying, if she asks a question, answer it at once. Set other ideas aside temporarily until her query is satisfied.

Try to answer without a show of hesitation. If you look around doubtfully, evade the question, or put off answering it, your customer's interest wanes and her confidence in you is decreased. This means, of course, that

you must know the essential facts about your goods in order to answer questions intelligently.

Handling Silent Objections.—Do not always wait for your customer to offer objections. Try to anticipate them yourself, and answer them, if possible, before they are voiced. A customer will often respond gratefully to an objection anticipated by you because it indicates interest on your part. Moreover, it creates greater confidence in you.

Take, as an instance, a saleswoman selling iceless refrigerators, a new device recently put on the market. She will continue in her sales talk:

“—Another good thing is that different foods kept in these bowls do not cause conflicting odors. One woman told me yesterday that she had steak and oysters in hers, and there was no difficulty on this score.”

The customer nods in satisfaction. “I’m glad you mentioned it,” she says; “I was going to ask you that question.”

Thus, by anticipating an objection, a saleswoman indicates her confidence in her own goods. She shows that she realizes points of doubt in a customer’s mind and can overcome them before they are voiced.

Be careful, however, to anticipate objections in a positive manner, and not in such a way as to implant objections in your customer’s mind that had not previously occurred. Moreover, be absolutely sure that you can answer objections before you anticipate them.

Try to word your statement favorably to dispel doubt. The saleswoman in the imaginary case just given might have said, for example, in explaining iceless refrigerators: “Now, you probably think that different foods in this bowl cause conflicting odors,” and probably thus instilled a doubt in the customer’s mind. Instead, she

made the positive statement that different foods kept in this device were perfectly safe from this trouble, and the point was safely overcome.

Building up Important Selling Points.—As a saleswoman stands before her customer she may, in selling a crêpe de Chine blouse, say: "This material washes beautifully. It comes out even heavier than it is at present." Assume that her customer remains unmoved. The saleswoman will watch her expression carefully and then continue:

"Crêpe de Chine blouses seem to be more fashionable this season than last, too. I find that the best dressed women are buying them instead of transparent materials."

Immediately her customer may look interested. It is apparent that the fashion appeal has aroused more responsive interest than the economy argument. The saleswoman, realizing this, continues her talk along fashion lines and ceases to stress the other. From this point her sale progresses satisfactorily.

Try to watch whether you are making the proper appeal. The best way is to observe your customer's expression for an evidence of interest. Sometimes, of course, she will state plainly what points concern her, and then you can follow them up. When she does not indicate preference, however, you can try various selling arguments until you strike the one that calls forth her most responsive interest.

In selling wearing apparel, the two fundamental sales appeals are, as a rule, style and economy. Sometimes style is most vital, at other times wearing qualities form the uppermost consideration. It is your duty as a salesperson to discover which appeal, or if both, is most interesting to your customer, and to conduct your sale accordingly.

Such reasons as pride, safety, happiness, convenience, vanity, all have their place in influencing customers. You should use each one, as needed.

Advantages of Personal Mention.—Mentioning a well-known name in connection with the merchandise often has a favorable effect. In a New York specialty shop a woman once hesitated over a dress, until the saleswoman remarked truthfully: "Ethel Barrymore was considering this very dress not long ago," and her customer soon chose it.

While the mentioning of names is frequently helpful, you must be careful not to overdo it, or your customers will grow aware of its use as a selling trick. Moreover, do not mention a well-known name in connection with a purchase unless you are absolutely sure of the accuracy of your statement.

Frequently it is effective to use the evidence of authorities as a means of securing a customer's confidence. In fashions, such names as Paul Poiret or Lanvin are typical. In food products or household efficiency devices, such names as Harvey Wiley or Mrs. Christine Frederick are also authoritative in swaying customers.

Avoidance of Mentioning Personal Experiences.—"Are you sure this camisole will wash well?" the haughty customer inquires.

"Oh, yes, indeed, madam!" the saleswoman assures her eagerly. "I have several of these myself and they wash beautifully."

The customer lays down the camisole and looks at a few others. After a few seconds she murmurs, "I don't think I'll buy one to-day," and departs.

It is obvious that this salesperson's personal commendation of the camisole has affected her customer's decision, and this is a fact which necessitates some explanation.

When, if ever, should you give your personal experience or recommendation of the goods you are selling?

There is no hard and fast rule on this question, but it is safe to say that in wearing apparel you must *never* do it. There are several reasons. (1) Customers like to feel a certain exclusiveness about wearing apparel. They may know that the store probably sells dozens of the same garments, yet, in choosing, they like to surround it with an atmosphere of individuality. It is unpleasant to hear of another person wearing the same style garment. (2) There are certain snobbish persons who regard the counter as a dividing line between classes. While this is absurd, you must face the fact that this prejudice exists in the minds of many customers. They do not like to wear the same kind of garment that the salesperson wears. Realizing this, therefore, it is best never to give your personal recommendations of wearing apparel.

When a customer definitely requests your experience in connection with an article, it is proper to give it. Or, when she seems friendly and personal in her attitude, and if the occasion demands, there is no harm if you cite personal experiences. There are times, however, when the article is of a universal nature, when no question of style or individuality enters. Then it is possible to sway a customer favorably by relating your personal experience.

The "Yes" Mood.—As you present your merchandise try to put your customer in a "yes" mood. Encourage her to agree on particular merits or advantages of the purchase. It is always easier to get a satisfactory decision after a customer has once nodded or agreed favorably about the goods.

Sometimes you can get a customer in this "yes" saying mood by definitely asking her opinion. "This is a good,

strong saucepan, isn't it?" you will inquire, demonstrating the strength of the article to your customer. Or, "This scarf is so soft and becoming; don't you think so?"

Elimination of Argument.—Here is an inviolable rule of salesmanship: Never argue with a customer. There may be reasons for oppositions, but *do not contradict*. You may, in a pleasant, affirmative way, concede first of all that she is right. Then you may offer your side merely as a suggestion. But never, under any circumstances, let her know that you are arguing.

You may say: "You're probably right, madam; I was wondering, though, if——" and then offer your point. Or, it is possible to declare: "Thank you for telling me about this. We thought this purse was of slightly different material, still——" and then continue "talking up" the article under discussion.

Your tact, however, is evidenced by your ability to meet and answer objections without argument. If you disagree with a customer you promptly antagonize her, and antagonism never makes sales.

Telling the Truth About Merchandise.—*Always tell the absolute truth about your goods.* Never, under any circumstances, misrepresent if you wish to preserve the confidence in, good-will toward, and integrity of your store.

In telling the truth, however, tell it tactfully, particularly if the truth is likely to be unpleasant or injurious to the success of your sale. For example, in selling a part-wool fabric, you may tell your customer frankly that the material is not all wool. However, it is not necessary to lay emphasis on the part wool or shoddy in the fabric, once you have told the essential truth about it. Unless your customer's questions demand it, do not play up the unimportant elements that may injure your sale after the honest facts have been told. Your duty is to stress im-

portant or desirable facts about your merchandise, and at the same time remain *absolutely honest* in your transactions.

When a customer asks your opinion about anything, tell the truth. Do this honestly, but in such a way as not to offend. Instead of saying bluntly: "I think this dress makes you look too fat," you may say tactfully: "I think you will find that this other dress gives you more slender lines." The word "slender" is far more pleasant to the stout customer than the word "fat," yet by using it you tactfully tell the same truth. Instead of telling your customer that you do not like such-and-such garment on her, offer another one as a suggestion.

Displaying Merchandise Generously.—While there is such a fault as showing too much merchandise, thus confusing a customer, there is often the difficulty of showing too little. A customer likes to know that she is choosing from a wide assortment, and she must be given every indication of this.

If you show too little merchandise, you indicate, for one thing, laziness. Bring out as much as your customer desires, and as much as is necessary to display it attractively. If your customer is buying material by the yard, show a piece pulled freely from the bolt. Drape it softly against yourself or on a figure, so that she can visualize it as a garment. To a purchaser of china, show not one cup or one plate of the pattern, but several cups or many plates, with the pitcher, the soup tureen, or samples of various dishes that comprise the set. While your customer may not buy all these pieces, she likes to see them.

Comparison of Merchandise.—A successful way of selling merchandise is to compare it with other goods, even though your customer has not previously seen the other merchandise. This gives her an idea of relative values.

Most women think in relative terms, and comparison is frequently a good way of impressing them. Suppose Mrs. Jones is being shown tricotine by the yard. The material is six dollars a yard, and she is inclined to think this price too high. To demonstrate value, therefore, you can often bring out a cheaper quality, say, at four and a half dollars a yard, and by comparison demonstrate the superiority of the higher-priced material. She will see for herself that the difference in quality is more than offset by the comparatively small difference in price.

Avoid, however, comparisons that are likely to discourage your customer. It is poor judgment, for instance, to compare a \$35 dress with an imported model at \$150, in trying to lead your purchaser to make a better purchase. Obviously, if she asks for a \$35 dress she cannot afford to spend the larger sum. Avoid, therefore, too great a variance in your comparisons or your customer will depart discontentedly.

Use of Sense Appeal in Selling.—In order to understand what we mean by a sense appeal in selling, just review the five senses that every human being possesses. They are: (1) feeling, (2) smelling, (3) tasting, (4) hearing, (5) seeing. Through these five inlets all human impressions are gained. Customers make use of all of them in buying goods. Human beings are controlled largely by their senses, regardless of trade, profession, business, or social status. One of the quickest ways, therefore, of appealing to customers is through the senses.

Notice, as an illustration of the sense of feeling, how many customers in a retail store *feel* goods before they buy them. The feel or the texture may not be of slightest importance, yet just note how many of your customers remove their gloves to feel shoes, cooking pots, furniture, books, or any article. *They like to feel things*, and you,



**GIVE CUSTOMERS FULL OPPORTUNITY TO HANDLE MERCHANDISE. THE
SENSE OF TOUCH IS EXTREMELY IMPORTANT
IN MAKING SALES**

To: Mr. J. Edgar Hoover
Director, FBI

as a salesperson, must cater to this sense. Notice how a customer will say: "Let me see," when she really means, "Let me feel." No matter how convincingly you can tell your customer that a certain article *feels* hard, soft, firm, or smooth, your statement is never half so convincing as that person's own "feel" of the goods.

Of course, most merchandise must be kept behind glass for protection, but in selling it you must never forget the importance of the sense of feeling. Take out your goods to permit your customer to feel them. Remember that a customer thinks with her head, but she receives positive impressions through her senses.

The sense of smell is important in selling such articles as perfumes and food products. Bottles of perfume on a shelf may look attractive, their color may be beautiful, and their bottles of artistic shape or design. But one whiff of perfume through the intimate contact of a customer's sense of smell will sell more perfumes than all the attractive displays in the world.

If you sell food, of course, you appreciate the use of the sense of taste in your work. You know that spoken or written words, attractive bottles and packages never influence a customer half so quickly as her own taste. That is why merchants sell food products so largely through sample demonstration. A good taste tickles the palate, and is promptly registered in the brain, the center of all action, hence it is the sense of taste that is of greatest value in selling food products.

We use the sense of hearing through the use of the spoken word. You will understand, therefore, why your voice must be always well modulated to make a satisfactory impression on your customer's sense of hearing. In selling pianos and phonographs we appeal to the hearing sense by the free use of demonstration. Notice how

in the sale of sheet music a store has a pianist to play any song or composition a patron requests.

The sense of sight is appealed to in a retail store by attractive display in (1) window, (2) counter, (3) demonstration. Thus, one impression is strengthened by the use of another during the sale.

Methods of Meeting Competition.—In dealing with competition, an important rule is, never “knock,” or refer critically to, another store.

If Mrs. Jones discards an article with the remark: “Oh, I saw this same luncheon set at Blank’s for \$5.95,” instead of arguing with her or referring contemptuously to Blank’s store, agree with her. Then point out the good points of your own merchandise.

“Yes, Blank’s have good linens,” you may agree. “But if you will look at this luncheon set again, you will notice what splendid heavy linen it is, and how beautifully it is embroidered. Often sets like this look the same, yet a careful comparison of details shows how different they really are.”

Immediately, Mrs. Jones is disarmed and begins to realize that perhaps she has made a mistake.

But if she insists: “I beg your pardon, but that set at Blank’s was *identically* the same, for a dollar less.” Do not argue with her. Rather concede her statement, and introduce other merchandise to interest her.

The point is this: Never contradict or “knock” your competitors. Agree on the merits of other stores’ goods, and introduce other merchandise at hand. Remember, you have the advantage over another store because the customer is at your counter. *Mrs. Jones’ impression of the merchandise before her is obviously stronger than a dimmer recollection of goods seen elsewhere.*

Remember, too, that a customer is entitled to her own

opinion about values; it may or may not be justified, but it should never be disputed.

"Knocking" a competitive store is a tabooed method of selling. Psychologically, it has the effect not only of calling attention to other stores' goods, but in some cases it arouses customers' curiosity so that they are led to visit the other store. One Western merchant tells his salespeople that to knock a competitor is to give him free advertising, and this is often true.

When a customer repeatedly indicates a preference for another store's goods and makes frequent mention of lower prices across the street, you may feel discouraged. But you must possess confidence in your merchandise in order to sell it. If you hear repeated complaints about prices, or if a certain store is mentioned frequently in connection with certain goods, it may be wise to mention it to your buyer.

The Good "Loser" Behind the Counter.—The sporting term, "good loser," applies with considerable force when you sell in a retail store. Like all modern business selling demands a "game attitude" toward work. Good losing applies therefore to your sales, as well as to your sports. To spend half an hour trying to sell Mrs. Jones a handbag, and then to have her finally depart with a remark that she "does not think she will buy to-day" may make you naturally indignant, yet you must learn in business to control your natural reactions. Say with a smile: "I'm sorry you can't find any purses you like to-day," or "I hope next time we'll be able to interest you," and thus proclaim yourself a "good loser," instead of "freezing up" because your sale seems lost. Invite your customer to "come in next Wednesday when our new stock will be in," or assure her that you want her to be entirely satisfied. Remarks like this send a customer off

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in a pleasant frame of mind and make things easier for you and for her.

If you can encourage your customers to feel free to examine merchandise without any obligation to buy you can be sure that you will make many more sales than if you become haughty or unpleasant when you see yourself losing a sale.

Be a "good loser" of sales and you will become a good maker of them. You cannot force a customer to buy—to leave a store without purchasing is her prerogative. Try to lose sales with a smile.

CHAPTER XII

CLOSING THE SALE

When to Close a Sale.—The most important factor in closing a sale is knowing *when* to close it. This may sound simple and obvious, yet it is one of the most faultily met steps in retail selling. The trouble is that many salespeople make one of two mistakes: (1) either they try to close too early and appear to hurry their customer; or (2) they talk past the closing point and talk themselves out of the sale.

When your customer appears more interested in an article than in any article previously shown her and her satisfaction is evident, you may know that the time to close is near at hand. This does not mean that as soon as Mrs. Jones nods at an article her decision is made. This is simply your cue that a closing may soon be accomplished. It is then a good idea to cease bringing out more goods and try to secure a decision on the merchandise already shown.

"Yes, I think I like this dress," Mrs. Jones nods favorably at herself as she turns backward and forward, surveying herself in the mirror.

At that point you can cease to talk up any other dresses. Put the others aside, out of Mrs. Jones' sight, if possible, and then proceed to point out the attractiveness of the dress she likes. It may be necessary to sum up talking points mentioned before.

When a customer's decision narrows down to one or

two articles, you can often find a good time for closing. Plainly, she is going to buy one, so you try to assist her in a final selection. Your question can suggest a decision. "Which of these bags will you take?" you may inquire and your customer will realize that she is expected to take one, and will try to decide without further hesitation.

You must, however, *avoid urging a decision too quickly*. Do not give a customer the impression that she is being hurried. Nothing is more offensive to her and nothing will make her depart without buying more quickly than an appearance of hurry on your part. To a shopper, buying is a serious business. She wants to go about it deliberately, to get one hundred per cent value for her money, and she refuses to be hurried.

The time to close a sale depends largely on the customer you are serving. Study each one carefully and employ the utmost tact in your closing. This is a decisive moment in the success of any retail transaction and you cannot be too watchful of it.

Studying Reasons for Hesitancy.—When your customer appears indecisive and hesitant, when your sale seems to drag along unsatisfactorily, try to find out the reason for this delay.

If Mrs. Jones is not quite satisfied with the merchandise, bring out an entirely new line. Try to render assistance in helping her to select.

"I can't make up my mind whether to take the blue or pink gown," the elderly customer hesitates over a child's flannelette bath robe.

"Is it for a little girl or a boy?" you will inquire.

"A little girl of six—my grandchild—she's such a pretty little thing, with light hair and blue eyes."

"Well, as long as blue is the right color for girls, and

she has light hair, don't you think blue would be prettiest for her?"

"Why yes," the elderly customer nods, "I hadn't thought of that. I guess I will take this blue gown after all."

So the sale closes without delay, due to your ability to ask leading questions, and to assist a customer in deciding.

Methods of Overcoming Objections.—An essential duty in every sale is to meet and overcome objections. Overcoming objections does not mean contradicting customers or disagreeing with them. It simply means offering sound, valid reasons in answer to them, and convincing them why they should buy. Here are given some typical objections that customers offer in an attempt to put off immediate decision. Perhaps you will recognize them from your own experience.

1. "I don't need it," a customer may say. In answer to this objection, you must demonstrate convenience and pleasure that will result from ownership. Personal vanity, pride, home convenience, personal or family pleasure, all these can be appealed to in creating a feeling of need for the article. Your selling talk should show up the necessity for ownership, a fact which a customer cannot afford to ignore.

2. "I don't want it." This statement can also be met by selling talk about need for the article. Your customer may not actually want to buy a vacuum cleaner, but she cannot escape the fact that she *needs* it, if she wants to save time, energy, and her own convenience. Sometimes, it is necessary to talk up the *results* of ownership, rather than immediate buying. In the case of the vacuum cleaner, the free time and the surplus energy that a woman would have if housework were lightened might be played up strongly to make her buy such a device.

3. "I'm afraid the price is too high." This is a frequent objection that can be met in several ways. (a) A comparison can be made with other goods to show the value of paying a little more and securing better quality proportionately; or (b) the goods can be sold on the basis of an investment. You can point out that initial expenditure means proportionately greater returns in pleasure or comfort.

4. "I can't afford it." This type of objection can be met in about the same way as the previous one about price. In addition, you can point out that your customer cannot afford *not* to possess the article if she desires the maximum of pleasure and comfort in her life.

5. "I'll wait a little while before buying." Nowadays, with constantly rising prices, you have a forceful argument in answer to this objection. You can point out that delay in buying may mean that the goods in a short time will be higher-priced, so that putting off the decision will mean actual loss of money. This argument can be used safely these days, but in normal times it should not be employed unless you actually know that it is the case. You should never threaten a customer with this statement. Make it merely in a friendly spirit, backed by a desire to pass along known facts in the situation.

6. "I'm satisfied with the one I have now." In answering this objection you can appeal to your customer's convenience by emphasizing her saving of time and personal energy, or to her pride in personal ownership, by referring to the admiration that might be aroused among her friends.

7. "I think I'll look around before I decide." Sometimes you can build up confidence by agreeing to this decision. Then add that your customer will probably return to purchase the article because it represents such

a remarkable value. Or, you can stress the rapidity with which goods are purchased in your store, and the likelihood that they will be sold by the time she returns again. Avoid a threatening note in making such a statement; it should be pleasantly delivered.

8. "I would like to have my sister (or my husband) see this." Your answer to this can be guided largely by your store's policy. If approvals are allowed, the article may be sent home on this basis. Or, if you urge an immediate purchase, you may mention return privileges. If possible, you can offer to put the goods aside, and set a certain time for your customer's return visit.

Of course, these objections are all of general character, and do not refer to specific objections to the goods themselves. These must be answered convincingly, based on your belief in and knowledge of your merchandise. When all objections appear to be overcome, you can attempt to close, but be sure that your customer is completely satisfied.

References to Previous Remarks.—You can often bring your customer to a decision by referring to her previous comments on the merchandise.

"Here's that heavy satin you liked," you may remind your customer. "Would you like three yards of this?"

By referring to her previous approval you accomplish two objects: (1) you bring out goods which she may have forgotten during the sale, and (2) you have a valid reason for suggesting immediate decision.

Or, instead of referring directly to your customer's approval you can review points which have been previously approved, simply to recall them to her attention. You can demonstrate your goods again. Show their merits, point out advantages, all with the idea of narrowing down the sale to an immediate decision.

Urging Immediate Purchase.—Often you have the opportunity of urging a decision by pointing out advantages of immediate buying. Always avoid any suggestion of threat, however. When you give advice about immediate purchasing, do it in a spirit of friendly good-will. You can point out in these days that costs are constantly rising, and it is true economy for a customer to take advantage of prevailing prices. While prices may drop, it is far better to be certain of immediate saving than to put off buying and paying more later. Another inducement you can offer for immediate buying is the pleasure of present ownership rather than deferred enjoyment.

An additional method of securing immediate buying is to stress the inconvenience of shopping on a return trip down-town. Your customer is at the counter now and will save herself a trip another time. This often influences those who consider shopping unpleasant and wearisome.

Elimination of Other Merchandise.—In order to narrow down a choice, and to secure a final decision, try to remove all other merchandise. This means that when your customer becomes interested in one or two articles you can eliminate all other goods.

It is obviously impossible for a human being to carry ten or twelve different objects in mind, and to make one choice from all. The most an average person can recall to mind is about three or four. Try, therefore, to narrow down your customer's choice by gradually eliminating the superfluous articles from her consideration.

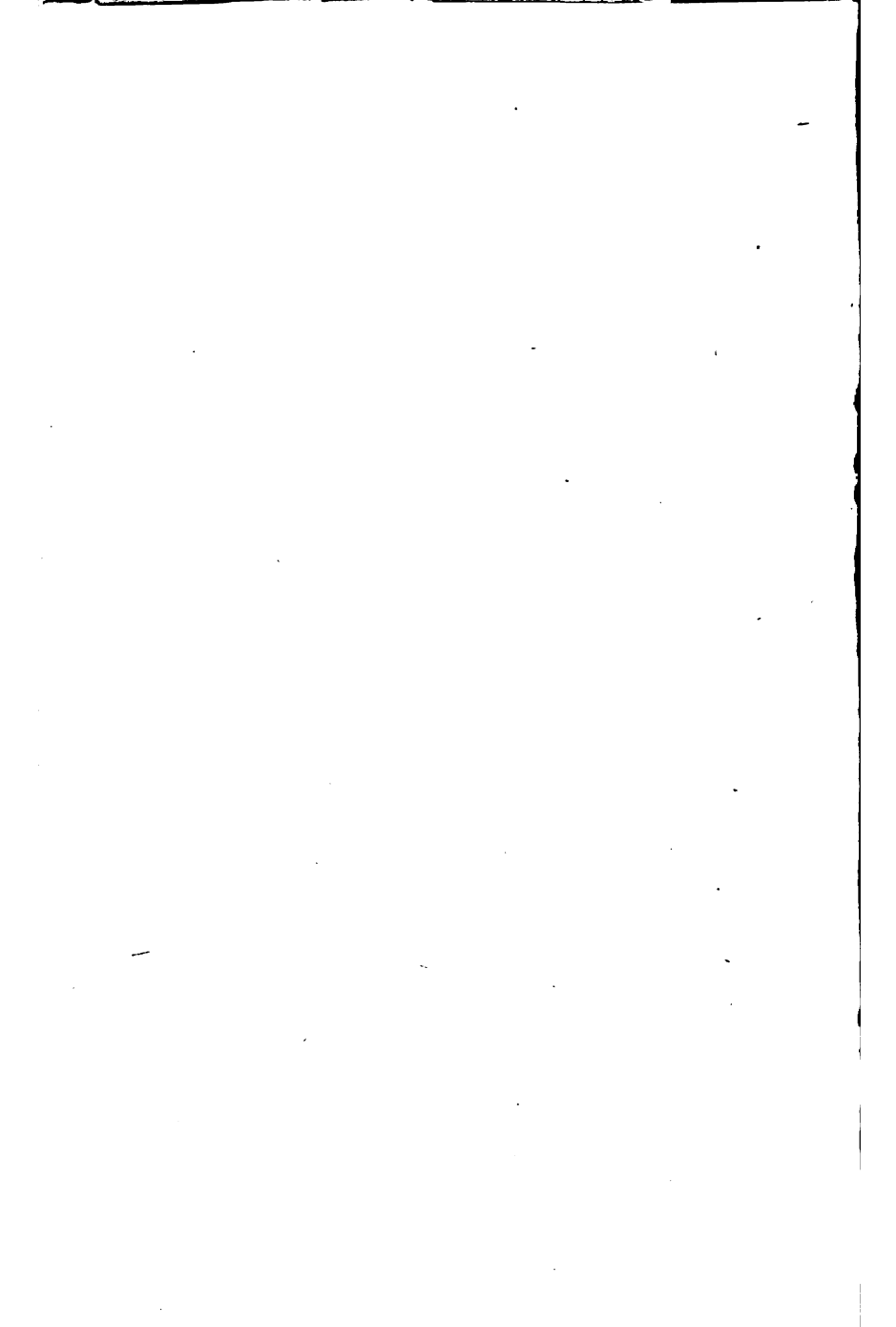
Mrs. Jones will nod approvingly, as she makes up her mind about a waist.

“Yes, I like that tailored one with the flat collar.”

The saleswoman will pick up the particular waist from the dozen or so lying on the counter. She can then try to



**MANY A CUSTOMER DEPARTS WITHOUT BUYING BECAUSE SHE BECOMES
CONFUSED BY TOO MUCH MERCHANDISE SHOWN HER. KEEP YOUR
COUNTER REASONABLY CLEAR WHEN SELLING. SHOW ENOUGH STOCK
TO ENABLE YOUR CUSTOMER TO MAKE A CHOICE
BUT NO MORE**



remove all others from Mrs. Jones' view and feature only the one her customer has approved.

Closing the Sale.—To most women, making up their minds is a difficult and unpleasant task. Frequently they hesitate to decide for fear of possible dissatisfaction, or sometimes, when they have decided in their own minds, they hesitate to voice their decisions. It should be your task to assist at this point, by helping your customer, who cannot decide. This step demands tact on your part, but it is tact well rewarded in successful sales.

When your customer appears to hesitate after all assortments have been shown her, you can suggest a decision in one of several ways:

1. Open your sales book, smooth the check, and hold your pencil poised, looking expectantly at your customer. You need say nothing, yet she will understand this suggestion. You can begin to make out the sales slip by filling in the date, department, number, etc.

2. You can take up the merchandise or place it to one side in an attitude of understanding that she has already decided. This sometimes brings her sharply to a realization that decision is necessary.

3. You can ask a pointed question, such as:

(a) "Is this a charge purchase?"

(b) "Do you wish to take this with you?"

(c) "You say you'd like four yards?"

(d) "Would you like to have me show you that other satin you wanted?"

4. You can start to measure, count, separate, or move the goods from the others in indication of the expected decision.

Handling the Money Part of the Sale.—In taking money in a sales' transaction, remember never to ask bluntly for payment. If your sale is completed and your

customer absent-mindedly stands there without paying you can tactfully suggest payment by saying: "That will be \$3.25" (naming the exact sum).

This is a polite reminder that you are waiting for payment, yet it avoids embarrassment both to you and your customer.

When a customer hands you cash, look directly at her and tell in a clear voice *the amount she has given you*. Thus, if her purchase amounts to \$3.25 and she hands out a \$10 bill, look right at her and say: "Ten dollars." This avoids mistakes, misunderstandings, and possible future arguments. If she had intended to hand out a \$5 bill, and she gave a ten by mistake, she will immediately become aware of this, because you have appealed to her hearing and her sight.

In giving back change, drop the money in your customer's hand and count aloud in this way (assuming that payment is \$3.25 out of \$5):

"Three twenty-five" (original purchase sum)—"three seventy-five" (giving her 50 cents)—"four dollars" (giving her a quarter)—"and one dollar" (handing her a bill)—"makes five dollars." Then immediately say "Thank you!"

By dealing in this way with the change you not only avoid possible misunderstandings, but you save your customer the trouble of adding up change for herself. She simply has to watch and listen to your counting. Money dropped right in her hand saves her the trouble of picking it up, a clumsy procedure on a smooth counter, particularly if she is wearing a glove.

Suggestions for Making Change.—In many large department stores making change is not part of the salesperson's duties. Some stores, however, have installed cash registers at the counters, and this procedure forms part

of the sales work. The following pointers have been suggested, therefore, for standardizing the making of change:

1. Avoid, when possible, handing customers, particularly women, worn, frayed, or partly torn bills when making change. It often pays to have some arrangement with a local bank to exchange worn bills for fresh, crisp new ones. Women dislike old bills, especially since so many of them carry open mesh bags through which bills show.

2. This applies also to pennies. Most people dislike dirty coppers, and it will frequently pay a merchant to sort old pennies from new, and to give only new ones, if possible. A similar arrangement may be made with a bank, to get new pennies in place of old.

3. When making change of large bills, like \$20, never give nineteen one-dollar bills, or other bills of small denomination. Give as large bills as possible. For example, in changing \$20, give one ten, one five, and four ones, with the balance in silver.

4. Avoid, if possible, handing customers a two-dollar bill. Have you ever noticed how many people object to them? This is because they so frequently hand out a two-dollar bill for a one. It is a good idea, therefore, to try to avoid giving out two-dollar bills.

5. In giving a customer a gold piece in change, call it to his attention. Often, if you do not do so, he is likely to give it out as a penny, and then come back, complaining that you gave him the wrong change. When giving customers a gold piece for change, it is often a good idea to suggest wrapping it up in a piece of paper.

6. Have some sort of a coin bowl or a special coin mat on your counter to assist customers in picking up their change. Nothing is more difficult than to pick up change with gloves on, and if you drop coins in a bowl, you will find customers grateful for the thoughtfulness.

7. Have a sufficient amount of change on hand. It is annoying to a customer to have to wait for more cash to come from the office.

Interest after the Sale.—Remember this point: to maintain a customer's patronage permanently you must remain as interested and attentive to her after the sale as before. How many salespeople step up briskly, sell with energy, and then, as soon as their sale is finished, allow their whole manner to change and their attention to lag. This is poor business, and does not make for future success.

Remember that the pleased customer of to-day is the customer of to-morrow. A customer may, moreover, be instrumental in bringing in as customers her family and her whole circle of friends and acquaintances.

Continue to show interest after a sale by confident reassurances about your customer's purchase. There are many persons who buy fearfully; they are never sure that they have made a right selection, and continued reassurances after the sale build up their confidence.

You can indicate interest after a sale in other ways. For example, to the woman who has just purchased a dress to wear at a wedding, you may say pleasantly: "I hope you'll have a delightful time at the wedding."

Or, to the purchaser of curtains say: "I'm sure you're going to like the curtains in your dining-room."

Remarks like these show a salesperson's interest, and convince a shopper that, after all, her satisfaction is more important than the actual sale. The most valuable advertisement any store can have is a customer who departs in a pleasant frame of mind, thinking: "Well, that saleswoman *must* have been interested; she tried hard to please me."

All this depends on your attitude after the sale. Keep

remembering that the purchaser of to-morrow depends on good-will created to-day. Moreover, your customer who has just purchased a rug at \$50 may suddenly decide to choose another, for a different purpose, at \$500. Instances of this kind have been known to occur in retail stores, and it is only by continued interest in customers that you profit by such occasions. Regard the store as your own, and your customers as individual patrons.

Methods of Showing Appreciation.—Show your appreciation of a customer's patronage in words and manner. Do this by expressing a sincere, genuine "Thank you" after every sale, with an invitation to call again. Do this with a deference that makes your customer realize her patronage has been appreciated. She likes to feel this; to shop at a store that courts her good-will.

Your "thank you" should be hearty and plainly spoken so that your customer hears it. Moreover, address it to her directly, with your eyes meeting hers. Mumbled, murmured, or careless "thank you's" are often worse than none, because they make indifference more evident.

The Invitation to Call Again.—We have mentioned that customers should be invited to call again. This invitation, to be successful, must be made more than a casual "Come again some time" formula. You may say: "Thank you, Mrs. Jones. If you come in next Wednesday, we will have our spring taffeta dresses in then and I'm sure you'll want to get an advance model." By a specific invitation you not only impress Mrs. Jones with your personal interest, but she is more likely to remember and to accept your invitation.

One good and honest reason for asking customers to call again is to mention the arrival of new merchandise. Her convenience, such as having more time, feeling better, or being accompanied by her husband, etc., offers

another reason. Or, if she wishes steady, personal attention, you can suggest a definite hour and day when your department is not likely to be so busy.

Your invitation to call again may or may not refer to your customer's purchase. If she has bought lace, you may invite her to see some real laces expected the following week; if she has purchased books, you may assume that she will be interested in future publications. No matter what she has bought, she will undoubtedly be interested in new, worth-while merchandise, so if new goods are expected it is always a good idea to call them to her attention.

Escorting a Customer.—If possible, try to accompany your customer to the limits of your department. This is an indication of the same courtesy a hostess would display in accompanying her departing guests to the door. In a salesperson, it is a mark of personal attention that indicates gratitude at patronage and a reluctance to have a customer leave the store.

Of course, if your department is busy, you cannot escort your customer. Try, however, to accompany her a few steps, simply as an indication of courtesy and appreciation.

CHAPTER XIII

SPECIAL TYPES OF SALES AND SUGGESTIONS FOR CONDUCTING THEM

Opportunities for Selling Further Goods.—When Mrs. Jones makes her final decision; when the sales check is made out, and the money handed over the counter, can you regard that sale as complete? As far as that particular transaction is concerned, yes. You have, however, possibilities beyond that immediate sale, the opportunity of interesting Mrs. Jones in other goods in your store.

Remember: when Mrs. Jones is in a retail store she is in a buying mood. This is particularly true if she has just bought some goods. She is in the attitude of spending, as it were, and you therefore have an excellent opportunity of leading her to buy more.

If you realize this, you will make an extra opportunity of every sale. First, you can complete one sale, then take steps to build up another. You can do this by making suggestions and presenting appropriate merchandise.

Possibilities in Allied Lines.—Many customers do not remember their wants until the casual sight of an article recalls them to mind. If you will only remember this fact and will make it your business to remind customers of their needs you will have unlimited opportunities to sell extra goods.

One of the most obvious ways of reminding a customer of her needs is to suggest articles similar to the last purchase.

Take for example a man who has just purchased a tooth brush. The sale is completed and before wrapping it up, the salesman inquires:

"Would you like some tooth-paste or powder?"

"Why yes, I would, I'm glad you reminded me," the customer replies. "You can give me some Calox Powder."

"Perhaps you need some shaving cream, too," the clerk remarks as he gathers the purchase together.

"No, but, say, I'll tell you what I *do* need, a package of Gillette blades and you can give me a can of Williams Shaving Powder at the same time."

This incident which is illustrative of frequent occurrences in any store, indicates the possibilities of selling additional goods by suggestion. *Customers have to be reminded of needs and you should remember to remind them.* In the previous case that customer would merely have bought a tooth-brush, if the clerk had not remembered to make other suggestions.

It is easier, of course, in selling small, inexpensive commodities like toilet goods to make additional sales, than it is in selling, say, Oriental rugs. Nevertheless, every article in a store has possibilities for suggestion selling, and *you must remember to introduce them.*

What Goods to Suggest.—There is no rule as to the kind of merchandise that you can introduce. This depends on such various factors as (1) the type of merchandise; (2) the customer; and (3) the circumstances of the sale.

Use your judgment, and avoid being too ambitious in your suggestions. If a customer has just purchased a pair of shoes, for example, you would probably find it more productive of result to suggest hosiery to wear with these shoes, though on some occasions you may suggest another pair. True, you may suggest both, but to receive

a "no" to a suggestion is usually to put a customer in a negative attitude toward additional sales.

You are given entire liberty in offering suggestions for additional goods. Present anything you please, but try to choose merchandise most closely related to your customer's previous purchase. Remember this: you must not work exclusively *for your own department*. After all, your duty is to your store. While you may want your own department to show profitable results, you must take a broad view, and when occasion demands, stress other departments' merchandise.

It is usually easiest and most successful to suggest kindred lines, whether or not they are sold in the same department. Customers will respond more quickly to suggestions of *related goods*, because their minds are, as a rule, working along the line of article previously purchased.

"If you want gloves to go with this dress," you may say to a customer who has just bought a short-sleeved, black satin gown, "we have some beautiful, long, white kid ones on sale to-day."

"Why yes, I do need gloves, I'll stop at the counter on my way out," your customer may answer gratefully.

Here the suggestion after the sale was successful because it was introduced in relation to a previous purchase.

A few examples of suggestion possibilities are illustrated here:

Lines Sold

Suggestion Possibilities for Selling

Men's or boys' shirts. Ties, socks, handkerchiefs.

PerfumesFace powder, talcum, sachet.

Corsets Brassieres, camisoles, accessories.

BooksOther titles of similar type. If a novel, suggest other stories by some other author or similar stories. If a business

book suggest other titles on the same subject.

Shoes or slippers ...Hosiery, gaiters, polish, cleaning fluid, rubber heels.

Almost every line in the retail store has suggestion possibilities in relation to other merchandise.

Further Suggestion Possibilities.—Sometimes, as a departure from suggesting kindred lines of merchandise, you can introduce *unrelated goods*. You may, for example, present merchandise that has just arrived, using as a reason for introducing it, its newness.

“I’d like to show you some beautiful new beaded bags that have just been received from Paris,” the saleswoman at the handbag counter may remark to her customer as the latter awaits her change. When she brings out these bags, her customer is at once interested.

Introducing Advertised Goods.—“Perhaps you’d like to see some of the beautiful, hand-made voile blouses we have on sale to-day,” a saleswoman will remark to her customer as the latter waits for her package. She proceeds to lay them, one by one, before the customer, and they are examined with interest. The customer senses a possible bargain.

You can also suggest articles in which your customer has expressed interest prior to or during the sale. “Here’s one of those lovely silk, knitted scarves you liked, perhaps you’ll be interested in seeing more of them,” you may say, remembering that your customer, on approaching the neckwear counter had paused a few seconds before silk scarves on a rack. This type of introduction usually calls forth favorable response.

Other goods suitable for suggestion sales are special values, whether advertised or not. A store often marks down goods, or sells special merchandise at unusually

low prices, and you can appeal to customers' sense of economy by introducing these special values. Or you can present merchandise which you yourself like. If you actually admire the goods you are selling you are, of course, able to present them with more enthusiasm.

How to Introduce Additional Goods.—In introducing additional goods do not appear to be trying to sell. A customer does not like to feel obligated to buy, and while she may be interested in merchandise, if she feels that you are trying to sell her something, she will at once assume a cloak of indifference. If you will present additional goods simply as a matter of interest you are far more likely to secure favorable comment.

You may say, "Perhaps you'd like to look at some of the beautiful, new silk umbrellas that came in this morning."

Do not, however, say: "Is there anything else you want to buy, a silk umbrella for yourself, perhaps?" for your customer is then likely to shake her head and answer: "No."

To put a general question to a customer, such as "is that all?" or "anything else you wanted?" is weak salesmanship. *Make a definite suggestion by introducing a specific article.* Do not present this in the form of a question. To "Do you want something more?" or, "Is there anything else?" you naturally invite an absent-minded or thoughtless "No."

Avoidance of Insistent Selling.—Always be careful to avoid over-emphasis or insistence when you introduce other goods. "I just thought you'd like to see these scarves," or "You may need one of these handbags soon," are explanatory, almost casual phrases, that disarm a customer of suspicion and make her realize that she is not *expected* to buy. It is often emphasis on the fact

that a customer is *not expected* to buy that induces immediate buying.

Sometimes you can bring out merchandise without any personal suggestion to the customer. In straightening up your stock you may, for example, address her: "These are dainty collar and cuff sets, aren't they?" and show the goods.

In introducing other merchandise, let your words and manner indicate a friendly desire to serve and an interest in your customer. Remember that the mere showing of goods is profitable, whether or not your customer buys. If she purchases at once, well and good. If she does not purchase now you may have a future sale. The chances are when she actually needs the goods, she will remember your suggestion.

Do not become discouraged if your repeated introduction of goods brings forth no profitable response. This suggestion method of selling is a form of casting bread on the waters, so to speak, and you never know when a customer will return to-morrow to buy what you have shown to-day.

Handling a Substitute Sale.—Manufacturers' constant warning in their advertising against substitutes has placed the term "substitution" into more or less disfavor, yet making a sale in this way often is a wise move on your part. Substitution of merchandise in the past has been much abused practice, yet by employing it properly you can create profitable sales. Substitute goods in the form of a suggestion. Store service demands that your customer be satisfied, and it should be your endeavor never to let her depart disappointed.

"I want a Georgette crêpe collar and cuff set, with Irish crochet on it," a customer may request.

You bring out your stock box of Georgette crêpe sets

and lay one or two before the customer. There are apparently none with Irish lace.

"I guess then you haven't any more with Irish crochet lace," she says in disappointment.

However, you continue to show her beautiful collar and cuff sets.

"This is a beautiful set," you say enthusiastically, "this has filet lace, and just a touch of hand embroidery in dots, isn't it pretty?"

"Yes it is," she agrees reluctantly.

Finally she buys the collar and cuff set with filet lace and thus you have made a sale by substitution.

Sometimes if you cannot fill her request, it is possible to interest your customer in goods other than those desired, but you must be careful not to appear too insistent in doing this. A customer who knows definitely what she wants may resent overeagerness to sell.

An interesting example of a sale by substitution was described in an article in the house organ of a Pittsburgh department store. This incident proves that salespeople do not always have to inform prospective buyers that "they are sorry," or that they may "get something like that in later." Here is the incident:

A customer of means inquired in the negligee section for a black silk kimono. No, a mandarin coat or a colored negligee positively wouldn't do. It must be black. She had set her heart on black. The saleswoman had nothing to show in black and the customer insisted that nothing else would interest her.

"I can call our buyer and see if perhaps she can order you one," said the saleswoman.

Oh, no, if that were the case the customer would rather go to Philadelphia and pick one out for herself. The sale might have been dropped right here but the saleswoman took a pretty negligee from the rack saying:

"If you are not in a hurry you might be interested in just look-

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ing at what we have." After showing a few she risked the suggestion, "I'll show you something I think is very pretty—of course, it isn't black," and it wasn't, it was bright red! The customer gasped.

"Just look at these exquisite embroidered butterflies," continued the saleswoman. "I have seen butterflies just like them, haven't you?"

"They are lovely," agreed the customer, interested in spite of herself.

"And this is the sash," went on the saleswoman, "such dainty, tiny butterflies—"

"But I wanted black," the customer insisted.

"You'll find it difficult," explained the saleswoman, "to find anything desirable in black or blue. You see the dark dyes are not as reliable as they used to be and a dark robe might crock."

"Really?" asked the customer in alarm.

"If you'll pardon me, madam, there is no reason why, at your age, and with your color, you should wear black. You could wear this very well."

"Could I?" asked the pleased customer unbuttoning her fur. The saleswoman suggested that she try on the robe, led her into the fitting room to see those exquisite butterflies on the back, and suggested black slippers. Then the customer remembered a "charming little cap of red and black," which she had never worn.

Tempted and perplexed the customer went to every store in the city. She found black kimonos but remembered that black might crock and that this store had a charming red one with exquisite butterflies which the pleasant saleswoman and the mirror had said was very becoming. The climax of it all was that she bought that red kimono and went away content. And the saleswoman had an item of \$53 to add to her sales.

How was it done? By simple suggestion, by taking a human interest in the customer and the sale.

Conducting a Telephone Sale.—Selling by telephone has its important place in your work and you should learn how to use this method.

The most important rule in connection with telephone selling is *the rule of courtesy*. The telephone company's

oft-repeated suggestion, "the voice with the smile wins," applies with particular emphasis to selling by telephone. You must treat a customer at the other end of the wire with the same friendliness and politeness that you show a shopper at the store.

A woman who takes the trouble to telephone is obviously in need of the article. She has neither passed by the counter nor casually strolled into the store. She has taken the time and trouble to ring up the store and it is plain, therefore, that *she wants to buy something*. Her questions and orders must therefore receive particular attention. If you cannot supply what she needs suggest something else, and *try to sell her the other article*. A customer is far more amenable to suggestion over the wire than at the counter, because she probably wishes to avoid the trouble of telephoning elsewhere.

Here is an example of a telephone sale that is wrong:

"Hello—yep, this is the hosiery department.

"No, ma'am—no Havana brown silk stockings at \$1.50. . . . Yes, we used to have 'em, but we don't carry 'em any more. . . . What? . . . No, we only got fibre silk at \$1.45. Sorry. . . . Our next price? \$2.45. . . . Oh, yes, they're good quality all right. . . . Well, of course, if you want to see them. . . . Sorry, good-bye."

Here is the right way to handle a telephone sale:

"This is the hosiery department," you announce on lifting the receiver. "Yes, indeed, madam. We have splendid silk stockings in Havana brown. . . . I'm sorry, but just at present we have nothing in pure-silk hose at \$1.50, only fibre silk—but our \$2.45 stockings are excellent values. They're pure thread silk, full-fashioned, and in that dark Havana brown which exactly matches the shoes. Yes, you'll find these stockings closely woven,

too, a really good, heavy quality. . . . Size 10? Yes, I have that down. . . . Three pair. . . . All right." Then you take down the name and address, perhaps adding: "We have some beautiful silk lisle stockings on sale to-day at 95 cents. Yes, an excellent quality. . . . Would you like to have me send you three pair? All right. . . . Yes, you'll get them to-morrow morning. . . . Thank you, Mrs. Jones."

Good salesmanship is especially necessary over the telephone because your customer *cannot see and feel the goods*. You must visualize them for her and if possible make an appeal to her senses. Concrete, specific descriptions are especially necessary.

A Middle-West department store gives salespeople the following "don'ts" regarding telephone service:

1. Don't keep a person waiting; answer your 'phone as quickly as possible.
2. Don't talk to some one around you when the operator is trying to answer you.
3. Don't flip your receiver hook; the operator will answer you as soon as she can.
4. Don't use your 'phone other than for business; the operator has a right to disconnect you, if you are using the 'phone for other than business purposes.
5. Don't ask to have some one located and then hang up the receiver; hold the line, unless the operator tells you she will call you.
6. Don't have the inspectors call numbers for you.
7. Don't ask for the chief electrician when any electrician will do.
8. Don't put in a long distance call and then leave the floor. When you put in a call, give it to the store operator, as she has to register it in a book. Also, be brief, give the name, address, if possible, the person who will talk, and what department it is to be charged to.
9. Don't ask to have some one located and then keep your 'phone in use.

10. Don't call a number and if your person is not there have them call Main 3881; leave the name and department.

11. Don't leave the building unless you report to the operator; some one may want you and the operator can give your whereabouts immediately.

12. Don't keep the Auto-call ringing all day; answer your bell promptly.

13. Don't have your friends call you at the store; it is against the rules.

14. Don't call from one department to another to find out what time others go to lunch; it ties up the lines.

15. Don't, if you should be connected on a busy line, when you call for Central, tell the customer to hang up, or call again; be courteous and connect her with the department she wants.

These are only a few things that injure the service, but if you watch them you will help considerably.

CHAPTER XIV

TRADE-MARKED OR STANDARD-BRAND MERCHANDISE

Extent of Nationally Advertised Lines.—Practically every section in the department store or specialty shop to-day handles some line of merchandise that is standardized by a particular brand-name or a trade-mark.

There are Educator Shoes, Gillette Safety Razors, Gosard Corsets, Keyser's Gloves, Colgate's Tooth Paste, Shredded Wheat, Sun-Fast Fabrics, Mallinson's Silks, Dubblebilt Boys' Clothing, Eaton, Crane & Pike Stationery, Community Silver, Kenyon Raincoats, Eastman Kodaks, Hartmann Trunks, Stetson Hats, Sealpax Undergarments, Crown Dresses, Venida Hair Nets—it is possible to mention *a line of merchandise in almost every store or department* represented by some one standard brand. The few cited here show the wide range of merchandise included under branded goods.

Why are these names familiar? Because they are constantly advertised. You see these names when you turn the advertising pages of magazines; when you read local newspapers; in street cars, on subways or elevated lines; on scenery and billboards as you fly past on moving trains. People in the United States read advertising, and what happens? They want to own these articles; they decide to buy them.

Thus Mrs. Jones goes to the nearest retail store and a salesperson greets her.

"I want to see Such-and-Such tooth paste," she re-

quests. "Do you know anything about it? I read the advertisements and the tooth paste seems good. I think I'll try a tube."

Now at that point the responsibility for the *millions of dollars spent in national advertising rests on the words and actions of this clerk serving Mrs. Jones.*

You, as a retail salesperson *must "make good"* when you sell trade-marked brand goods to a customer. You are the distributor, the link between manufacturer and user; between the Such-and-Such Company and Mrs. Jones.

You must believe in the goods you are selling; present them properly; you must know all about them in order to answer questions well; you must *make your customer want to own them.*

You must, in short, understand the importance of your position as salesperson, particularly in selling goods for which *millions of dollars have been spent to bring customers before your counter.* Yours is a tremendously important position, and if you sell trade-marked goods of any kind you must "make good" in your responsibilities.

Care in Supplying Requested Brands.—When a customer asks for an article by its trade-marked or branded name, *show it immediately.* For instance, if Mrs. Jones asks to see Moon-Glo-Satin, bring out that fabric without unnecessary questioning.

Give your customer *what she asks for in selling trade-marked goods*, and never consider your personal experience or preference. Bear in mind that if she takes the trouble to enter your store, to approach your counter, and to demand a definite brand article, she has a good reason for doing so. Obviously she wants *that brand only*,

or she would not specify it. Your duty as salesperson demands that you satisfy her request.

Then again, you must remember that every manufacturer is justly entitled to the benefit that accrues from his advertising. He spends his money so that customers will demand his brand of goods. When they do, returns are *his reward for money spent in advertising*.

It is only fair and honest that you give the manufacturer full benefit of his advertising, by filling customer's requests for branded goods *without any hesitation*, and *without substituting* if you handle the goods demanded.

Advantage of Selling Trade-Mark Branded Merchandise.—Manufacturers claim that it is easier to sell trade-marked, advertised merchandise than other kinds, and they offer such reasons as these:

1. *Easy to Introduce.*—A first reason why standard brand merchandise sells readily is because it always offers a good reason for presentation (assuming that a customer has not herself requested it).

"Here's a splendid corset," a saleswoman can remark, taking it from the box. "It is that famous 'Roselle' brand you see advertised so extensively."

"Oh, yes," the customer nods in recollection, "I remember seeing it in the magazines. Is this the right size?"

You may assure her that it is, and after pointing out further features you make a sale.

Thus you had a definite, logical reason for introducing trade-marked branded goods, and your selling was easier.

2. *Less Sales Work Necessary.*—There is less actual sales work required in selling advertised goods. If your customer has definitely requested a certain brand, the chances are she has either used it before, or read an advertisement which convinced her sufficiently to make

her want to buy the goods. In either event, she is practically "sold" when she approaches the counter, evidenced by the fact that she has specifically mentioned the brand desired.

"I want to see Such-and-Such make wardrobe trunk," a customer requests.

The salesman with alacrity, shoves forward the make requested and proceeds to demonstrate its features.

"Yes, I know all about this trunk," the customer may say. "I saw their advertisement and wrote for some circulars about it before I decided to buy one."

Thus the sale progresses quicker, the customer is more satisfied, and the salesman has actually less work to do in creating desire for ownership than if unknown goods were sold.

3. Reputation and Responsibility behind Trade-Marked Goods.—A third advantage in selling trade-marked merchandise is that you not only have the reputation of your store, but the name and reputation of the manufacturer behind you. In addition, the magazines or newspapers that carried that manufacturer's advertisement stand sponsor for the maker's reliability.

Any statement that you make about trade-marked merchandise, if correct, will be loyally upheld by the manufacturer. In cases of doubt or question, the concern manufacturing the goods is always ready to stand behind you.

Moreover, it is easy to sell goods if your customers have confidence in the name of the maker. That is one big advantage of advertising—it acquaints the public with the manufacturer's name. Naturally, after years of honest, consistent advertising, if the public confidence is established in a particular brand, it is easier to sell it.

Remember, moreover, that a manufacturer who affixes

his name, brand, or trade-mark to merchandise is *absolutely responsible for its quality*. An unknown manufacturer whose name is not on his goods, can often indulge in certain laxness about the quality of his goods. A manufacturer who puts his name on his merchandise, however, has his reputation at stake, and he exerts every effort to turn out first-class goods so his standing with his public will be upheld.

4. *Greater Profit*.—A further advantage of selling advertised goods is in their profit. While this may not directly concern your job, it is obvious that your department manager desires to sell the merchandise that brings in the greatest profit. Trade-marked brand goods are often in this class.

5. *Helps from Manufacturers' Advertising*.—A fifth advantage of selling advertised goods is that you are always supplied with selling talk in presenting them. You get these from (1) the manufacturer; (2) advertisements; and (3) manufacturers' representatives.

If you want to know anything further about goods, you have but to write to the manufacturer, who will gladly furnish you with the information. Most manufacturers have booklets, circulars, magazines, bulletins, or pamphlets about their goods, and these are exceedingly helpful to you.

While you need not memorize arguments nor repeat them mechanically, you must be sufficiently well acquainted with the talking points of goods to present them fully and convincingly. It is often desirable to keep circulars behind the counter, to submit them as evidence to customers who hesitate or who do not accept your statements as accurate.

You must, of course, read the manufacturers' advertisements in magazines, newspapers, trade papers, and street

cars. From these advertisements, which present the most attractive features of the goods, you can secure many valuable talking points. Customers secure their information about the goods from these same sources, so you as a salesperson must be equally familiar with them, even more so. If you see a particularly attractive magazine advertisement, cut it out, and keep it for use in your sales work.

Read carefully all circulars, cards, pamphlets, directions, tags, etc., that accompany trade-marked brand merchandise. While this applies to all other merchandise you sell, it relates with particular force to nationally-advertised goods. Information about such merchandise is accessible, so that customers often remember facts about advertised goods and question you about them. Naturally, you must be prepared to answer such inquiries from customers.

Coöperation of Manufacturer and Retail Salesperson.—Remember that manufacturers of trade-marked brand merchandise are always eager and willing to coöperate with you. Concerns who put out trade-marked brand merchandise realize your influence and importance in distributing their merchandise to customers, and for mutual benefit they are prepared to work hand in hand with you. They will supply you with information, literature, selling helps, special inducements, in fact, with any form of coöperation that will aid you in selling their own and other goods. They are willing merely to get their share of the increased sales that result from your improved salesmanship.

Before writing to an advertiser for information be sure that your store does not object to personal communication with manufacturers. In case of doubt, it is well to inquire of the buyer.

Special Cooperative Methods.—Within recent years, progressive manufacturers of trade-marked brand merchandise have adopted various forms of contests, inducements, etc., to stimulate salespeoples' interest, and sales of their particular goods. If you have been behind the counter for any length of time you probably can recall some special plan of this kind that a manufacturer or his representative has presented to you. These are usually helpful, interesting, and always worth your while to consider. In order that you will be familiar with such plans should a manufacturer present them, we will list and describe a few:

1. Special day or week plans.
2. Window-display contests.
3. Sales contests.
4. Sales schools or various educational plans.
5. House organs.

While, of course, these special "stimulation plans" are usually addressed to store owners or managers, they require the coöperation and interest of salespeople.

1. *Special Day or Week Plans.*—This type of plan offers special inducements to make a hard drive for business during a limited period. You have heard of "Onyx Week," "Raisin Week," "Juvenile Book Week," etc.

The plan of having a special week for certain products has been used with excellent results by a number of manufacturers. They specify a certain week for concentrating effort on their product. In the case of nationally-advertised goods, announcement of this week is made in the national periodicals and customers are urged to call for the product at their dealers during that week, so as to take advantage of the special inducements. These inducements are sometimes in the shape of bonus goods, souvenirs or a special price.

In connection with these special weeks, salespeople are usually offered prizes or inducements for selling extra quantities of the goods during this time.

2. *Window-Display Contests.*—These plans usually consist of prizes offered to merchants, window decorators, or salespeople for the best window display of the manufacturer's product. The store sends in photographs direct to the manufacturers. For these windows, the advertisers usually supply advertising matter to assist in decoration.

3. *Sales Contests.*—These are contests in which prizes are given by the manufacturer to the salespeople who sell most of his goods within a given time. Sometimes the prizes take the form of free goods (of the kind produced by the manufacturer); at other times the prizes are different, such as gold watches, etc. Such contests are always profitable and interesting.

4. *Sales Schools and Educational Plans.*—Manufacturers in all lines of trade are realizing more than ever before that the volume of sales they secure depends to a great extent on your ability in selling their goods.

Witness the case of a breakfast-food concern that offers a special correspondence course in salesmanship to the clerks of any store that handles their line of breakfast foods. They offer no reward, nor do they exact a promise from either the dealer or the clerk to push the product. The results, however, are invariably gratifying.

The manufacturer of a certain office appliance, as an inducement to clerks to take his course, offers prizes to all who complete their studies with a certain percentage of credit marks. Other prizes were offered for the largest number of this concern's products sold each month.

5. *House Organs.*—House organs are little publications mailed to merchants and salespeople by manufac-

turers at regular intervals. These house organs usually contain worth-while suggestions and helps for selling a manufacturer's goods in particular, and the whole line of merchandise in general.

You are often requested to contribute to these house organs, to write out your experiences, suggestions, etc., for which you are sometimes paid. It is well worth while to read these house organs carefully and to write for them, if you can. They contain many valuable sales helps and you will get much profit and pleasure from writing.

Responsibility behind Trade-Marked Merchandise.—

We have pointed out before that manufacturers of trade-marked brand goods are highly responsible for their merchandise. For that reason, you should see to it that your customers are always satisfied in regard to this kind of merchandise. This means that if there is anything wrong with the goods, you can, consistent with the policy of your store, exchange them. The manufacturer is always willing to supply a perfect article in place of any possibly defective one, but you should always be sure that the fault lies with the merchandise itself, not in the shopper's use or abuse of it.

Of course, this is the policy of all high-grade stores, regarding any merchandise, but in the case of trade-marked brand goods, you can always feel doubly sure that the manufacturers will exchange imperfect goods.

Necessity for Complete Stocks.—In selling trade-marked, advertised goods, it is essential that you keep your stocks complete at all times. This is particularly true because advertised goods are constantly before the public, in magazines, newspapers, street cars, etc., and the demand for them is continuous. If you let these goods

run out of stock you lose both sales and the result of advertising.

Most manufacturers endeavor to keep their stocks complete on retail-store shelves by sending their salesmen around often. You too must coöperate, however. Advertisers try their best to make it advantageous for you to sell their goods, and it is therefore your *personal* benefit, your customers', and your store's to keep your stock complete.

If there are calls for advertised goods and your store does not handle them, *report immediately on a "Want Slip."* This applies, of course, also to all merchandise, but it refers with special emphasis to advertised goods because they are constantly before the public.

Reporting Expressions from Consumers.—If you hear frequent objections to certain trade-marked brand goods report these objections to the maker of the goods, providing it is consistent with your store's policy for you to do so. Something may be wrong with the manufacture; further directions may be required; and, of course, the manufacturer wants to know about it.

It is not necessary to write a manufacturer about some slight dissatisfaction or about an isolated case, but when the same objection or criticism is voiced several times, and it is obvious that there is something wrong with the goods, try to report such objections.

Remember that you are in close touch with consumers, the users of the goods, and you are, therefore, in a position to secure valuable comments about the goods.

In the same way, if, from your personal experience or through your contact with customers, you have some constructive suggestion to offer about trade-marked goods, send it to the manufacturer.

Bear in mind that most manufacturers make no claim

to altruism, they state frankly that their basic idea behind coöperation with you is to make more sales of their own goods. Nevertheless, you have everything to gain and nothing to lose by availing yourself of this coöperation.

PART V
THE SALES ROUTINE

CHAPTER XV

FORMS, RECORDS, AND ROUTINE EMPLOYED IN CONNECTION WITH THE SALE

Necessity for Records and Forms.—When you sell in a retail store, the making out of sales checks and other forms in connection with a sale may seem to you to involve a useless amount of time and effort, but did you ever stop to think why a store uses sales checks? The chief reasons are because (1) they insure a complete record of the sale for the financial and merchandising divisions and (2) they give the customer an exact accounting of her purchases, for use in case of argument, doubt, or dissatisfaction.

If you stop to realize that *your written sales check* affords the only original record the store has of its business with customers, you will appreciate how vital it is that your sales records be accurate. They are as important a part of your sale as selling, and they need as much care.

The Sales Book.—To keep a record of sales transactions, every salesperson uses a Sales Book. Usually this consists of a red-leather cover or binder in which are inserted extra pads of sales forms, and at the back is the index. The Sales Book is generally divided into two sections, one for cash sales, and another for charge and c. o. d. sales.

In most cases, sales checks are of two kinds: white, for cash sales, and yellow, for charge and c. o. d. sales.

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The index is a form placed at the back of the Sales Book, *on which the total of every sale is entered and listed*. Different stores have various types of indexes distinguished by different colors.

In discussing sales checks in this chapter, we shall consider a typical system in use by a leading store. This is considered one of the most modern and efficient systems in use, and it is, in substance, similar to all systems used by leading department stores throughout the United States.

Parts of the Sales Check.—Remember, that there are two parts to a sales check, an original and a duplicate.

On a *cash sales check*, the *original* consists of:

1. Cash stub, which is retained by the cashier.
2. Body, which is placed on file by the packer.

The *duplicate* is composed of:

3. Customer's part which is placed in the package.
4. Address label which in all "send" transactions is pasted on the package.

On a *charge sales check* the *original* consists of:

1. Body which is retained by the credit rating office and later sent to the retail office; through the auditing office. In addition to the "send" address, there is a space for a separate charge address if needed.
2. Auditor's stub, sent to the auditing office by the rating office.

The *duplicate* is composed of:

3. Address label.
4. Customer's part.

SEND TO

25 Union St.

NY

STAMP

CLERK

AMT.

DATE

56

7-7

8 45

Charge

Mr Frank Ayers

280 TB's was

2

Bought by

Miss Edith Ayers

STYLE NO

N

Shirt

5

95

1

tie

1

50

8

45.

BOOKKEEPER:

TOTAL

CLERK

DEPT

478

NOW SOLD

AMOUNT OF SALE

56

4

7-7

Chg

845

FORM 1041

11852

21

"Auditor's"

A CHARGE-SEND CHECK

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The Tissue.—With all sales checks, a tissue-paper carbon copy is made out. Each tissue is marked with the same number as the corresponding check. You should be very careful that the *number of the tissue*, in all cases, is the *same* as the *number of the sales check*. This tissue is left in the Sales Book and when the book is finished, it is left with the floor packer, who sends it to the auditing department. Certain departments have different practices regarding the tissue. For instance, in some cases, the salesperson keeps the tissue for a certain length of time. However, the most general practice is that given above. The above explanation regarding the tissue applies, of course, only in stores where the tissue system is used. Some stores do not have these as part of the sales book.

Here are some general rules regarding the use of the Sales Book index:

1. The aisle man usually sees that you are supplied with an index each morning. When you receive it, you should immediately fill in the sales number, department, and date.

2. Immediately upon making out a sales check, enter the selling price (tax included) on the index opposite the number which corresponds with the number of the sales check. For example, if the sales check is Number 1, and the sales price is \$12.00 and the tax is \$.20, make one entry (1) \$12.20. In this respect, the index is different from the sales check, on which you always enter the tax separate from the selling price.

3. At the end of the day, add up the amounts and write the answer in the last column opposite the word "total."

4. After both cash and charge indexes are totalled and

properly made out, leave them on the clerk's desk or hand them to the department collector.

Kinds of Sales Transactions.—When Mrs. Jones buys goods in a retail store, she may buy in several ways, and each of these ways is regarded as a different kind of sales transaction. In the average retail store, there are six different types, all known as "regular sales." They require no special kind of handling except a knowledge of sales-check disposition. They are:

1. Paid, taken.
2. Paid, sent to customer's address.
3. Charged, taken.
4. Charged to one address, sent to another.
5. Charged and sent to same address.
6. C.O.D.

Each of these different types of sales necessitates different handling.

Other Types of Transactions.—Of course, there are other types of sales in a retail store which, while in substance the same as other sales, require authorization, that is, the signature of the aisle man or the floor man. Some of these sales transactions are:

1. Special delivery; goods sent out specially and not delivered in the regular way.
2. Future delivery; goods to be held until delivery instructions are received.
3. Hold for bank check; to be held until check for purchase is received.
4. Bill first; bill to be sent before delivery of goods.
5. Remove prices; usually on gifts prices are taken off before delivery.
6. New account; customer usually has to go through regulation opening of new account.
7. Floor calls; when customer leaves name and address and desires goods called for, for credit or exchange.

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8. Package enclosed; an additional package belonging to the customer to be delivered with her purchase.

9. "As is" transaction; merchandise perhaps slightly imperfect sold on the understanding that it is imperfect.

10. Customer's bank checks; paid for by customer with personal check.

11. Traveler's express checks; a special type of check, as good as money, used by travelers.

12. Birthday-card list; usually in juvenile departments where records of birthdays are kept.

Points About Making Out Sales Checks.—Before you can start to make out a sales check, you must ask your customer two questions. This is the best way to ask them: "Do you wish to pay for this now, madam?" or "You will take this with you?"

Ask these questions politely, putting a personal note in your voice, instead of asking them as mere mechanical duties.

When you write the check, observe the following rules:

1. Use a sharp-pointed pencil with medium hard lead.
2. Write legibly, so that the check can be easily read. Write correctly. See that your carbon is smooth and properly placed. If you will remember that your sales check must be read and handled by bookkeepers, chauffeurs, auditors, and clerks, you will understand how important it is that you write clearly.
3. Print all capital letters, instead of writing fancy capital letters.
4. Try to obtain the customer's first name, middle initial, and last name. If objection is made to giving first name, get two initials.
5. To insure accuracy, *spell back the name and address to the customer.*

Order in Which Sales Check Should be Filled Out.—When you make out sales checks, get the habit of following a certain routine, making the check out in the same order. Thus:

15

7803 Best & Co.

SEND TO Mrs. Henry Jones
19 Woodland Rd.

STAMP

AstoriaL.I.

CLERK	AMT	DATE
43	10 ⁰⁰	9-10

Charge

C.O.D.

Bought by

STYLE NO.

9231 Hat, blk.10 00

"BOOKKEEPER"

TOTAL

CLERK

DEPT.

DATE

HOW SOLD

AMOUNT OF SALE

43 R9-10COD10⁰⁰

FORM NO.

7803

15

"Auditor's"

A C. O. D. CHECK

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1. After you have completed a sale, get your next sales check ready by filling in the number, department, and date. Thus you are all prepared to enter your next sale.

2. Write name and address.

3. Write items and price.

4. Write amount received and selling price.

5. In writing date, write the month and date, using a dash to separate them, thus for February 9th, 2-9.

6. In writing amount received, when there is only one column for dollars and cents write the dollars *large* and the cents *small*.

7. *Never erase errors on cash sales checks.* Have the Aisle man void sales checks, and then make out another. After the sales checks is VOIDED leave it on the packer's desk. When a sales check is voided have the aisle man also void the index and initial it.

8. In entering the item of the customer's purchase on the sales check, let your entry be brief but clear enough for the customer, bookkeeper, or, as in some cases, the buyer to recognize exactly what was bought. Generally the following information is given:

a. Style number.

b. Size.

c. Color or material or both.

On the other hand, in the sale of certain merchandise all that is required is the name of the article itself, for example: collars, ties, handkerchiefs. The entry varies with the different departments, but the following illustrations will help to make clear what is meant:

1 Blouse, wht.	
2576	voile
36	

\$15.00

1 pr. Shoes 493 6-A \$9.75

Avoid Errors on Sales Checks.—We have said before that the minimum loss to a store on an error made in sales checks is twenty-five cents. This does not include the loss

CLERK	DEPT	AM'T REC'D	DOLLARS	CENTS
26	AG	3 ⁰⁰	2	50
DATE		TOTAL HERE		
12-30		3720 37		
JUNIOR <input type="radio"/>		CASHIER		

<div style="display: flex; justify-content: space-between;"> <div style="width: 40%;"> 1 pr. Gloves 493 <u>6/2</u> </div> <div style="width: 50%; text-align: right;"> black </div> </div>	<div style="font-size: 2em;">250</div>

PARCELS ENCLOSED <input type="radio"/>	TOTAL HERE
--	------------

Best & Co.

SEND TO Mrs. John Ross

95 Green Ave.

Montclair

N. J.

3720 37

STAMP

CLERK	DEPT	DATE
26	A.G.	12-30

A CASH-SEND CHECK

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suffered through dissatisfied customers. To help avoid errors, the following suggestions are given by J. W. Fisk:

1. Always keep your sales book in some definite place, on a shelf perhaps, where you can always find it. Be sure and look at your number on the cover before you make out a check in it.

2. If possible, keep one check ahead dated and filled in with your number, etc. Do this while you are not busy, between sales. It will help a lot when you are rushed.

3. When a customer hands you money, repeat the amount she gives you and immediately write it in your "amount received" space in the sales book.

4. Always figure the amount of your sales twice. Be sure, then, when you fill in "amount received" on the clerk's voucher that it corresponds with the amount of the sale on the body of the check.

5. Once you have written a check don't change it. Make out a new check and have the old one voided by the floor manager.

6. Write plainly. Hurried writing is the cause of all errors and delays in cash tubes.

7. Never forget to make out an address label for "send" parcels. As soon as your customer says she wants her parcel sent, fill out the address label. When it is made out, turn your book around, and let your customer verify the address. When you are not sure how to spell her name or address ask her, politely, and she will tell you.

8. Always know what checks must be O.K.'d by the floor manager, and be sure you get them checked. Most cashiers do not receive customers' checks without having them O.K.'d. If you fail to do this, therefore, you cause unnecessary delay.

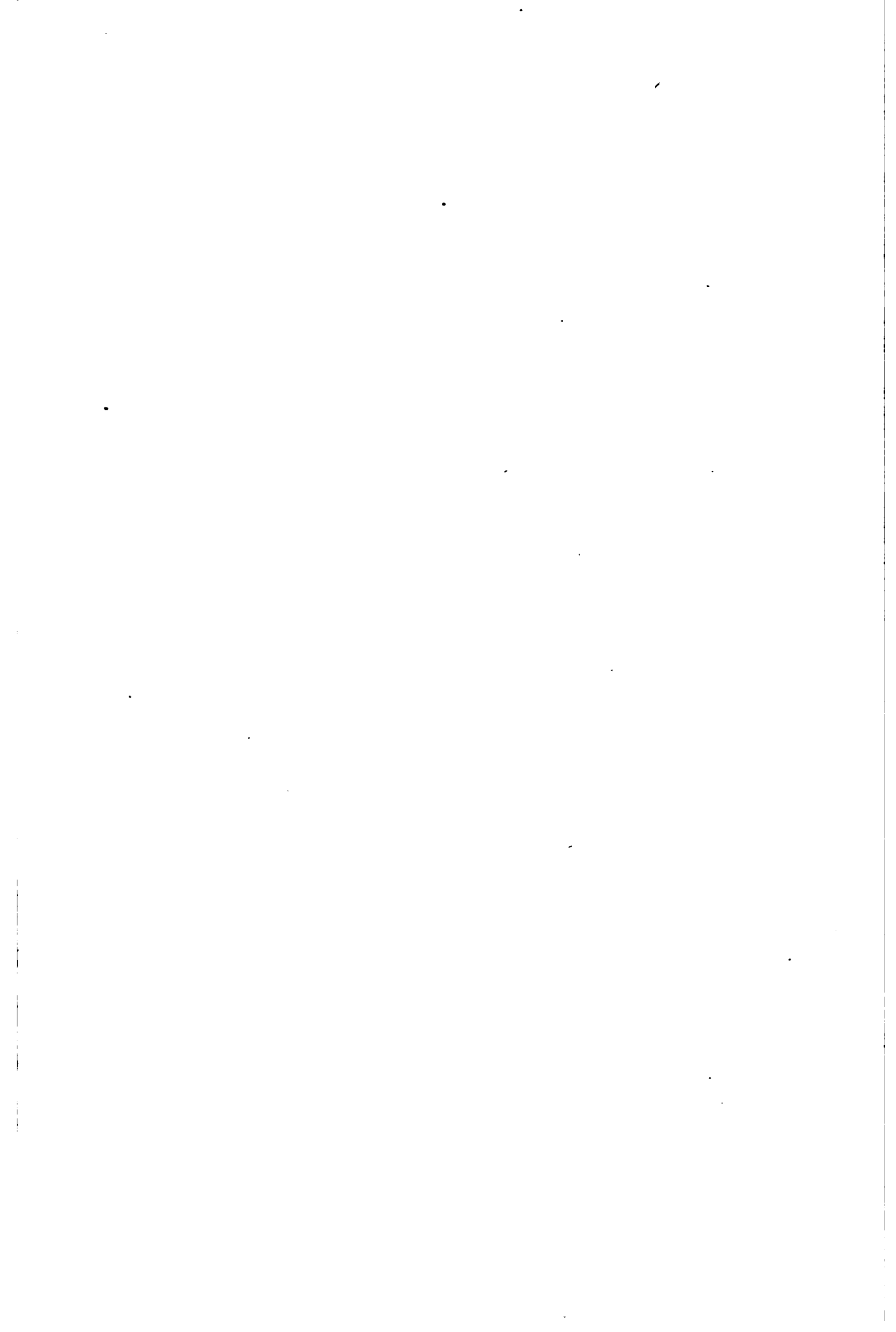
9. Turn in all your voided checks at night. Don't bother having each check voided individually. Put them all in some convenient place and when the rush is over, have the floor manager, if he is around, void them all at the same time. Then void your index too.

10. When goods are charged know who the purchaser is. If the charge name is Smith, say: "Is Mrs. Smith purchasing?"

11. Look over your checks when you have completed them to be sure nothing has been left out. Be sure that there are no wrong extension dates and no dates left out.



**IT IS A GOOD IDEA TO LET A CUSTOMER LOOK AT HER NAME AND ADDRESS
AS YOU HAVE WRITTEN THEM IN YOUR SALESBOOK;
THIS WILL AVOID MANY ERRORS**



12. Never write anything in the space "how sent" on the address label unless goods are sent collect on delivery. Then write c.o.d. On cash sales leave the space "how sold" vacant. Here are some clear abbreviations of various kinds of sales:

Charge—Chg.

Collect on delivery—c.o.d.

Will call—w.c.

Exchange—Exc.

Accommodation packages—Acc.

How to Operate the Tube System Correctly.—Many of the large stores of to-day use a tube system in sending up cash and charge purchases. You must be familiar with the operation of this system and be careful to avoid errors that cause break-downs in the system. The greatest difficulty is in clogging, and when this occurs it usually takes several hours work before this important adjunct of a store's efficiency can be set right.

Most of these interruptions can be avoided, if salespeople who use the tube system will observe the following suggestions:

1. Do not allow paper to project from the carrier.
2. Do not try to send the carrier through the tube open end first. The closed end should always be inserted.
3. Do not try to send carriers through the tube too closely together. Allow at least one-quarter of a minute between carriers.

The Handling of Exchanges.—Within recent years, particularly since many war regulations went into effect, department stores have been far more strict in their exchange privileges than before that time. Most of the larger stores now insist that merchandise can be returned for exchange or credit only within three days from date of purchase.

Salespeople must be familiar with a store's rulings

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regarding the exchange of goods, and must be prepared to outline them courteously to a customer.

Their attitude in exchanging goods, must be *as willing and courteous* as in the original sale. Often, customers who return to exchange merchandise can be resold on it by convincing talk by the saleswoman.

"We will be very glad to exchange this scarf for you, madam, but I wondered if you knew that this is the best value in sport scarfs in the city. There's no other store that sells silk ones like this at \$10."

"Really?" A doubtful, half-convinced question.

"Yes, indeed, this is a fibre-silk knitted scarf, and in many other stores it costs \$11 and \$12."

"Well, perhaps I'd better keep it—I thought it was rather expensive," and the customer finally does keep it.

Thus a saleswoman, by reselling her customer on the scarf avoids an exchange.

However, when a customer insists on an exchange, if it is in accordance with the store's policy, the saleswoman should make it willingly. Possibly in doing so she can make a sale larger than the original. Of course, there are non-returnable articles which every store sells, which, regardless of the store's policy on the exchange privilege, cannot be exchanged under any circumstances. Hair goods, trimmed hats, bedding, are examples of non-exchangeable goods. It is wise for a saleswoman to mention this fact to customers buying such articles, not in a tone of warning, but merely as a friendly "tip," to avoid future dissatisfaction.

Each store has its individual policy regarding the exchange of merchandise, and you must be thoroughly acquainted with it. Your important duty is to meet them in an attitude of gracious willingness.

When you receive an article for exchange, you should

generally call the aisle man and the package should be opened in his presence. If a sales check is made out on which the exchange is allowed, it should bear the aisle-man's signature.

The important point for a salesperson to remember in connection with exchanges is that *they must be made graciously*, and credit, when desired, must be willingly given.

One Southern department store in its "Better Service Bulletin" to salespeople makes the following suggestions regarding exchanges:

HOW TO MAKE FRIENDS OUT OF CUSTOMERS WHO WISH TO EXCHANGE GOODS

A good many of us do not realize the very important fact that The Reputation of This House Depends as Much Upon Service Rendered as on the Goods Sold.

The customer who wishes to exchange merchandise is entitled to the same courteous and prompt attention as the one who wishes to make a purchase.

Therefore, when a customer wishes to make an exchange in your department, make it a point to give her your immediate attention. It does not matter in the least whether you sold the goods to her originally or not. The rule is that "any salesperson disengaged at the time must at once attend to the exchange."

In one of the large Boston stores one of the most successful saleswomen in a certain department was the one who handled the most exchanges, in fact she looked for customers desiring to exchange goods previously purchased. She made the exchanges so graciously and was so helpful in making subsequent selections for the customers that she gradually drew around her the largest clientele in the department. Which of us in each department will be the one to imitate this wise young Bostonian?

Please bear in mind that the making of an exchange does not affect your selling record. All exchanges are pro-rated among

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the salespeople in each department so that whether you make one exchange or fifty a day your record is unaffected.

Kinds of Exchanges.—On “charge” transactions a credit is usually made out for all articles returned. On “cash” transactions, frequently, it is not necessary to make out a credit because the returned article may be allowed in certain cases on the sales check itself.

There are three kinds of cash exchanges: (1) even exchanges; (2) uneven exchanges, when the customer buys something of greater value; and (3) uneven exchanges, when the customer buys something of less value.

As the practice of handling exchanges and credits is different in almost every store, it is impossible to give rules of procedure regarding their handling. All that need be said here is that exchanges or credits must be handled by you with the same courtesy and willingness that you would exhibit in an original sale. You never know how much more your customer is going to buy in addition to her exchanged merchandise, and in any event, you cannot afford to offend her.

Transfer Cards.—Transfer cards are for the benefit of customers who desire to make a number of purchases in different departments. With the exception of local c. o. d. or local “charge-sent” transactions (hotels, railway and steamship terms not included); the transfer card should greatly assist in shopping quickly. The following advantages are gained by its use: (1) the customer does not have to wait for change; (2) she does not have to wait for each package to be wrapped; (3) the customer will not be annoyed by having packages delivered at different intervals instead of all at once; (4) on “charge taken” transactions, the customer will not wait for the aisleman’s O. K. on each purchase; and (5) on all

No. 491

4A

CASHIER'S STUB

Best & Co.

Fifth Ave., at 35th St., New York

CLERK COPY THIS
NUMBER on CHECK

No. 491

"TAKE" TRANSFER CARD

This card saves customer time, annoyance and the necessity of repeating name and address to each clerk.

Merely present it to each clerk on purchasing.

Leave it with an aisle manager or at first floor Transfer Desk.

REPEAT
CAREFULLY
TO CUSTOMER

Date _____ 191

Name _____

Address _____

Name _____

Address _____

Send Goods to

CHARGE—PAID—C. O. D.

Now Shipped (Clerk crosses out two)

DO NOT TAKE THIS CARD OUT OF THE STORE

FACE OF A "TAKE" TRANSFER CARD

"*takens*" the customer does not have to carry a number of packages around with her through the store, but has them all wrapped at the one time in the one package.

There are two kinds of transfer cards in use by most stores: (1) those used for purchases taken; and (2) those used for purchases sent. Usually the transfer desk is on the Main Floor and to it all packages should be sent as well as sales checks of all *paid*s and all *takens* when transfer cards are used.

Below are some general rules applying to transfer-card handling:

1. Ask your customer if she is going to shop in more than one department and also if she wants packages sent or will take them.

2. The first salesperson to meet the customer carrying the transfer card should write out her name and address on the proper card and should cross out the two methods of purchase which do not apply. Thus if it is to be a "paid transfer" the items "charge" and "c.o.d." may be crossed out.

3. All salespeople serving customers who are using transfer cards should:

- a. Enter sales number and amount of sales on transfer card.
- b. Affix proper colored pasteur to sales check.
- c. Hand customer the transfer card and inform her she may pay or may obtain packages at transfer desk.
- d. Send merchandise and sales check *at once* to the transfer desk (some stores have a transfer sales check attached to the card).

The Handling of "Wants."—An exceedingly important duty of every saleswoman is the recording of "wants," that is, keeping a record of merchandise which customers request and which is not in stock. Every store has some system for salespeople's recording of "wants." The majority use "want slips" which you fill in and subsequently hand to the aisle manager.

CASHIER'S STUB, USED ONLY ON CASH SALES

Cashier will fill in Name, Address, and Total of Sale.

Name.....

Address.....

Total.....

How Sold.....

Do NOT take this card from the store

Quick Shopping Card
No 428

**CLERK PASTE
ONE ON EACH
ORIGINAL
SALES CHECK**

[illegible]

Do NOT take this card from the store.

Clerks should furnish these Cards to all customers desiring goods shipped to Transfer Points. See Form 106.

After taking Customers name and address, tell customer that a Transfer Card will save time and annoyance. Fill out the Card and hand it to her.

Fill in Sales Number and Amount of Sale. The Clerk starting this Card MUST write Name, Address and Direction on other side.

This card must be added. The write legibly and place your amount directly below amount above.

In the Block & Kuhl Company Store News, Peoria, Ill., there recently appeared some questions and answers which summed up the importance of making out merchandise "want" slips:

Q. What is the use of making out "Wants," when we do not receive the merchandise in stock?

A. Because your "want" slips go to the Merchandise Office, are studied and tabulated in the search for broad, general tendencies. Therefore, if the tendency is much stronger than in former days, the merchandise on which you report will appear in stock. If you put in one "want" and do not get the merchandise in stock, do not be discouraged. Two or three "wants" do not make a condition. It is the repeated appearance of "wants" which make buyers realize the desirability of putting that merchandise in stock.

Further, it is possible that you have been partly to blame, in not putting sufficient detail on the "want" slips. You must record color, size, style, everything which will identify the merchandise in the mind of the buyer. Be sure to state also the number of times you have received a "want" for the articles mentioned.

Q. Why should I make out a "want" when the buyer tells me the merchandise is on order?

A. Because continuous calls for merchandise on order stimulate the buyer to telephone, telegraph, write or visit the manufacturer and obtain an earlier shipping date than otherwise planned.

Q. Why should I make a "want" for merchandise we do not carry in the store?

A. Because this is one of the most important "wants." If the store is to grow, it must supply the public with the right kind of merchandise and it must find new lines of merchandise. Your calls tell the Merchandise Manager and the Management what lines of merchandise are being asked for, and may contain many valuable suggestions.

Q. Why should I make repeated "wants" for the same article day after day? Is not one enough?

A. One "want" slip is not enough because the Merchandising Division takes action on "wants" through the number of calls for the same article.

SALES FORMS, RECORDS, AND ROUTINE 217

- Q.** Why should I make out a "want" for a piece of merchandise which is apparently absurd, so far as color, size, etc., is concerned?
- A.** Because there is no telling what the public wants. An article that seems ridiculous to you may become regular merchandise in a few weeks. The more unusual the "want," the quicker you should be, and the more accurate, in getting the information to the Merchandise Office. The request may be an indication of something entirely new and novel.
- Q.** Why should I make a "want" when I know we cannot obtain the merchandise?
- A.** Because nothing is impossible. The buyer and the Merchandise Office have access to information and opportunities which may be unfamiliar to you.
- Q.** Why should I make a "want" if I sell a substitute?
- A.** Because the fact that you have sold a substitute is an indication that you have done a good selling job. It depends on the "want" slip, however, to tell that you have been unable to supply the merchandise requested. The Merchandise Office wants to know what merchandise is being called for, though a substitute is sold.
- Q.** Do buyers welcome wants?
- A.** Yes, and they seek your coöperation. The present system of the "want" slip is of great assistance to the buyers, Division Managers, and to the Merchandise Office.

Make out "want" slips immediately. Never postpone performing this duty, or trust to your memory to recall, at some later time, its necessity.

A typical "want slip" used by The Fair, Chicago, is reproduced below:

WANT SLIP

Clerk Date
Notice to Floor Managers and Clerks.

Salespeople must receive a WANT SLIP every day and keep it with salesbook.

Every article customer calls for that is not in stock, must be entered on WANT SLIP every day, and every time during the day it is called for.

Place a tally mark thus IIII opposite each item on the WANT SLIP as many times as you have calls for it.

Floorman will send WANT SLIPS to merchandise office at once.

THE FAIR

.....
.....
.....
.....

The ambitious salesperson is as attentive to "wants" as she is to "sales." She understands how one automatically results in the other.

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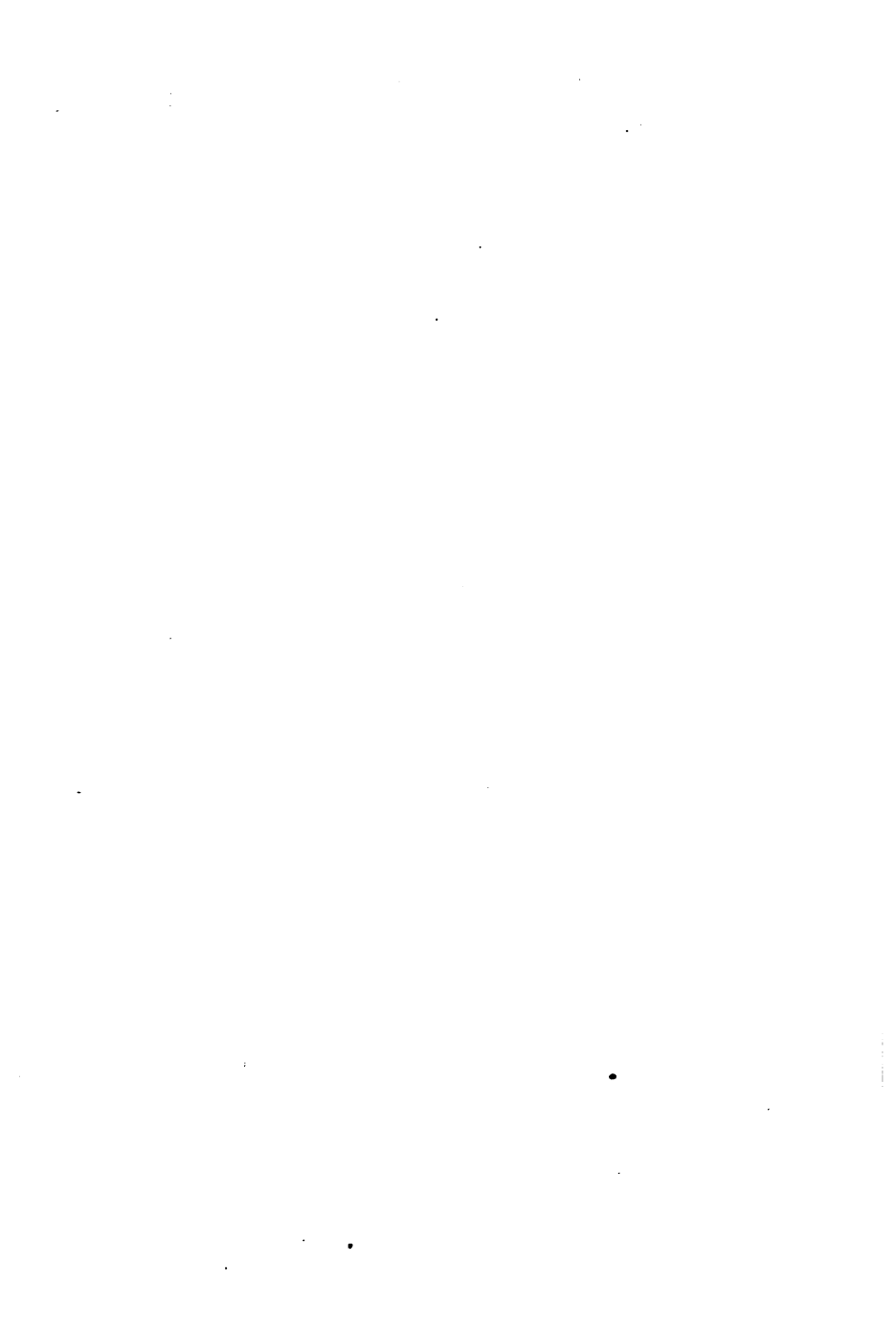
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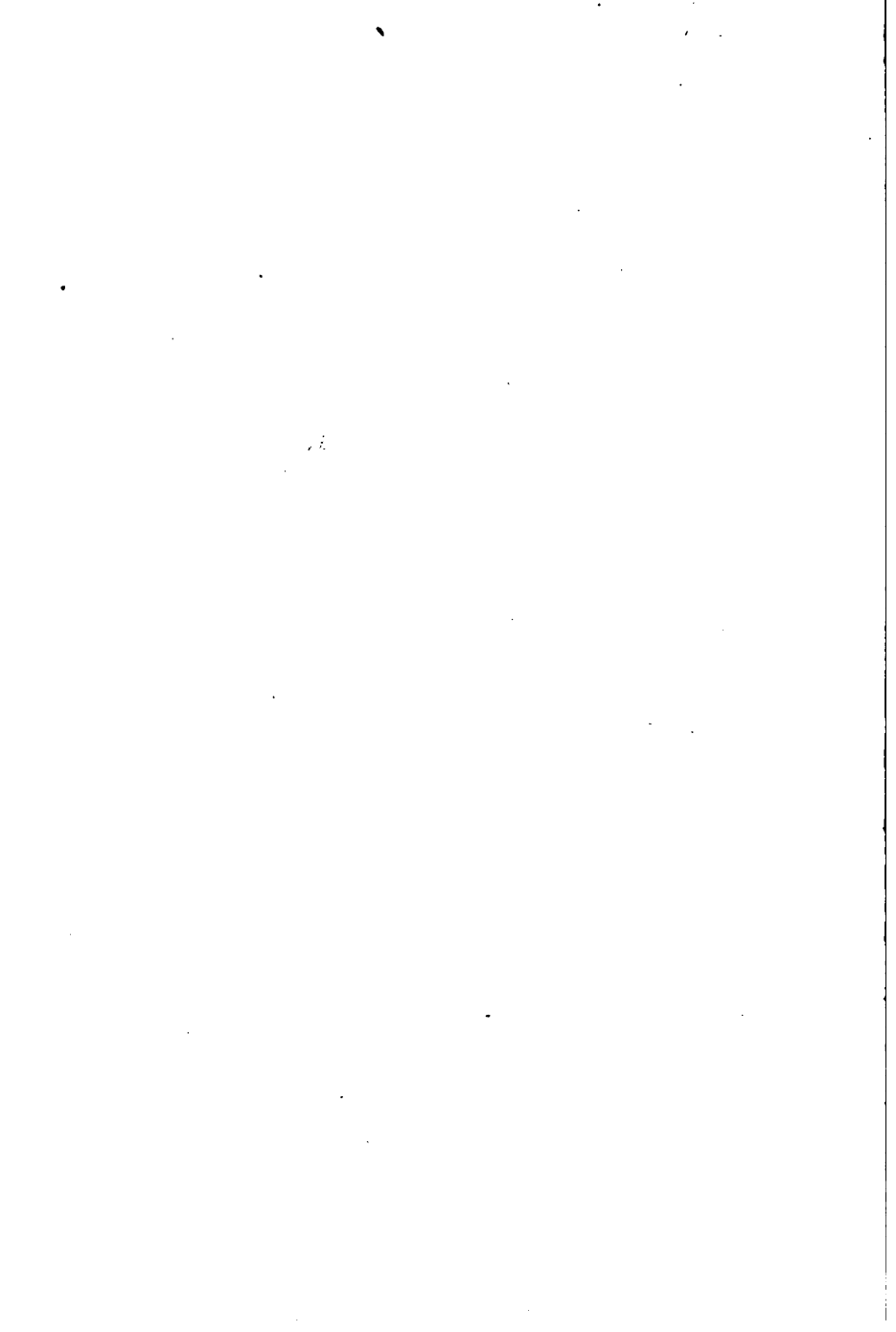
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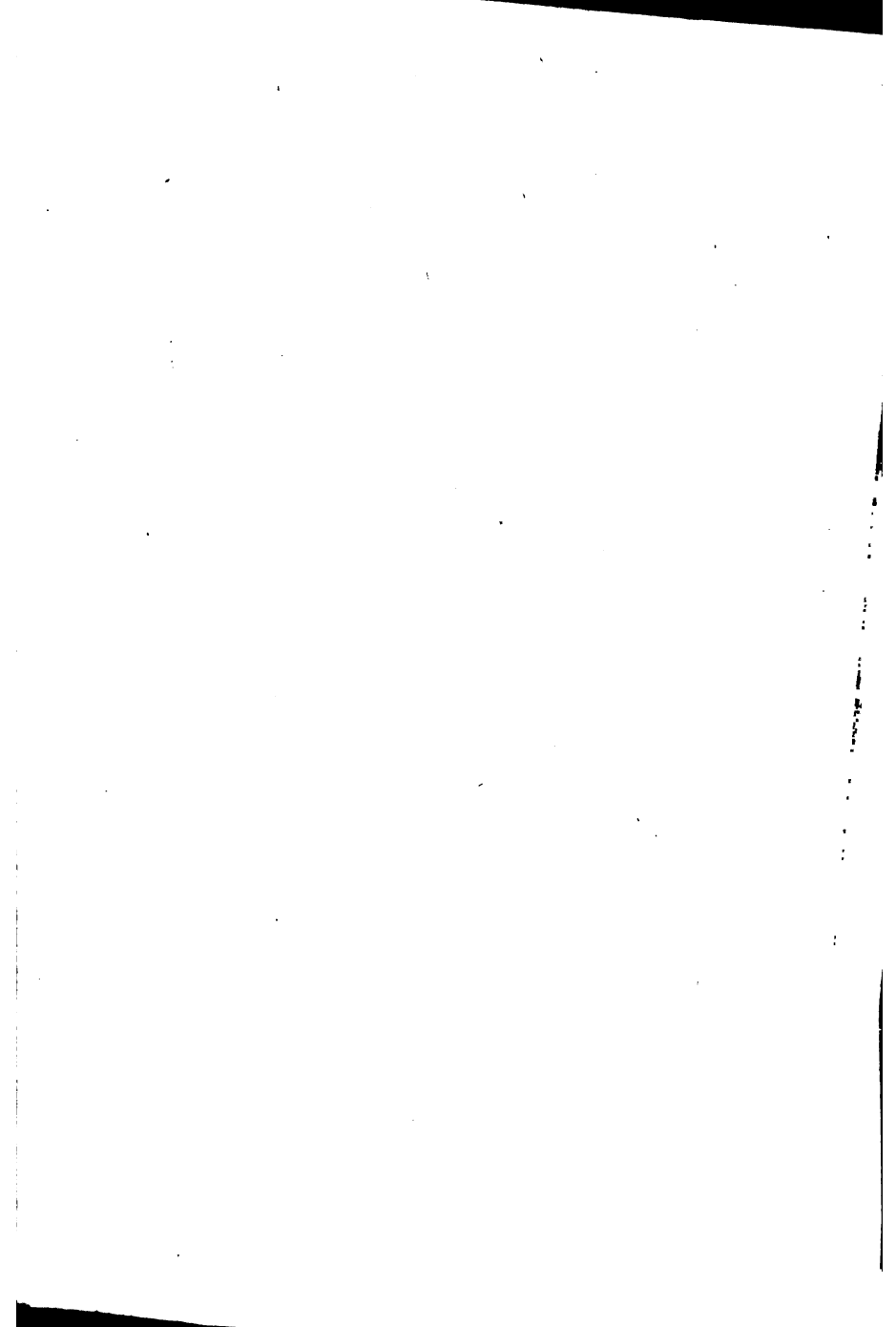
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